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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on senior-subordinate relationships (EM 010 437, EM 010 438, EM 010 469, and EM 010 508) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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ED 071315

UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART VIII

SENIOR-SUBORDINATE RELATIONSHIPS

EM 010460

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INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

TABLE OF CONTENTS (BY SEGMENTS)

A. CRITERION REFERENCED ITEMS

1. Progress Check Items

With answer sheets and objective reference matrix.

2. Research Pretest Items

With objective reference.

3. Unused Items

With objective reference.

B. RESEARCH NORM REFERENCED ITEMS

1. Cumulative Post Test Items

With content references.

ED 071315

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment I

Organizational Structure and Social Distance in Senior-Subordinate Relationships

Progress Check

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WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

ORGANIZATIONAL STRUCTURE AND SOCIAL DISTANCE

PROGRESS CHECK

Question 1.

Select the statement which correctly describes the effect the naval organizational structure has on a junior officer's relations with his men.

a. Although the naval organizational structure provides the basic guidelines, they are flexible enough for a junior officer to change depending upon the particular situation that arises.

b. The naval organization structure dictates uniform rules of conduct which govern a junior officer's relations with his men.

c. The naval organizational structure inhibits the junior officer extensively in his relations with his men. He must overcome this by cultivating his leadership qualities.

d. If a junior officer is to ascend in the hierarchy of authority, the relations with his men must conform to organizational demands.

Question 2.

Select the example which illustrates a junior officer's conformity to organizational demands.

a. LTJG Hillary's department head instituted a zero-defects program. The men under LTJG Hillary's supervision were confused as to how this objective was to be realized.

b. LT Benton's platoon was the most effective unit in the entire battalion. The battalion CO was a strict disciplinarian, and the men of LT Benton's platoon were frequently detained by the MPs for misconduct.

c. ENS Hovey demanded that his repairmen maintain high performance standards. LT Leitner, ENS Hovey's superior, demanded high standards.

d. LT Barney, an intelligence officer, worked no more than the time required to complete a task. He rarely accepted additional tasks if he completed his work early.

Question 3.

Select the statement which best explains why a junior officer must conform to organizational demands in his relations with his men, and why he must take into account the expectations of his seniors.

a. Both are necessary for the maintenance of military discipline and morale.

b. Both determine the chance for advancement or promotion in the hierarchy.

c. Both are necessary if the junior officer is to accomplish his assigned task.

d. Both determine the success or failure of the naval hierarchical policies.

Question 4.

Select the paragraph which correctly describes the distinctive psychological climate produced by the naval organizational system.

a. The naval organizational system molds individual personality and behavior through its system of diversified responsibility. Its goal is the creation of a psychological climate which is conducive to the acceptance of responsibility.

b. The naval organizational system encourages men to constantly question the existing vehicles used to achieve mission accomplishment. Its goal is to create a psychological climate which enables men to improve the system through criticism.

c. The naval organizational system molds individual personality and behavior through its authority systems. Its goal is the creation of a psychological climate in which there is a maximum probability of effectiveness.

d. The naval organizational system prescribes interpersonal relations in an unstructured context. Its goal is to create a psychological climate which enhances approved ideals, attitudes, and behavior.

Question 5.

Select the statement which correctly describes how the naval organization molds individual personality and behavior through its authority systems.

a. The naval organization inculcates the ideals, attitudes, and behavior which will enhance the organization.

b. The naval organization encourages criticism of both institutional goals and accomplishment method.

c. The naval organization encourages the indifferent or ambivalent individual to accept more responsibility.

d. The naval organization encourages the discussion of ideals, attitudes, and behavior with individuals not associated with the organization.

Question 6.

After serving as a SEAL leader in Vietnam, LT Jameson was assigned to a Naval Planning Group in Washington. At his new job, which included such things as evaluating the effectiveness of SEAL tactics and PBR deployment, LT Jameson offered suggestions and worked at solving the problems his section encountered.

His wife had recently given birth to a third son; however, he spent many extra hours of his free time in research projects. He is taking postgraduate work at one of the local universities and is constantly striving to improve himself.

Select the term which correctly identifies LT Jameson.

a. Upward-mobile

b. Indifferent

c. Ambivalent

d. Apathetic

Question 7.

Select the statement which correctly defines an ambivalent individual.

a. An ambivalent individual is one who rejects the organization's promise of success for satisfactions obtained outside the organization setting.

b. An ambivalent individual is one who can neither reject the organization's promise of success and power, nor play the disciplined role that would enable him to obtain those rewards.

c. An ambivalent individual is one who has totally rejected the organization's values and rewards in favor of some other pursuit.

d. An ambivalent individual is one who reacts positively to the bureaucratic situation and succeeds in it.

Question 8.

Select the statement which best identifies the means which can be used to inculcate desired values in nonconformists.

a. Seniors should inculcate desired values by strictly employing the UCMJ.

b. Seniors should inculcate desired values by the use of rewards and sanctions.

c. Seniors should inculcate desired values by unhesitating use of disciplinary measures.

d. Seniors should inculcate desired values by engaging in paternal motivation lectures.

Question 9.

Select the paragraph which correctly describes the importance of understanding the bureaucratic organizational structure and its effects.

a. An understanding of the bureaucratic organizational structure and its effects ensures an officer's swift ascension in the hierarchy. Those with limited understanding will, in all probability, be promoted more slowly.

b. Understanding the bureaucratic organizational structure and its effects is important because junior officers are the backbone of the structure. It is their potential and example which inspires both seniors and subordinates.

c. Understanding the bureaucratic organizational structure and its effects is important because both seniors and juniors should recognize that each has a different perception of the other's role. This realization will reduce the possibility of role conflict.

d. The bureaucratic organizational structure implies that both senior and junior officers have an equal amount of latitude in decisionmaking.

Question 10.

Select the paragraph which correctly describes the extent of a senior's influence on a junior's exercise of leadership.

a. Senior officers exert a limited influence on a junior's exercise of leadership. If a junior officer possesses many leadership qualities, he can largely determine the extent of his own exercise of leadership.

b. Senior officers exert complete influence over a junior's exercise of leadership. Because of his authoritative position, a senior can thwart or encourage a junior's initiatives.

c. Senior officers exert little influence over a junior's exercise of leadership. Seniors also have seniors, and are therefore inhibited significantly by the attitudes of their superiors.

d. Senior officers exert great influence on a junior's exercise of leadership. If a senior supervises closely, a junior will also supervise closely.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT I

REMEDIATION TEXT Linear Text - Volume VIII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Pages 9-11
2	c	Pages 9-10, 20-21
3	b	Pages 9-10, 12-15
4	c	Pages 21-22
5	a	Page 19
6	a	Pages 22-25
7	b	Pages 30-32
8	b	Pages 39-41
9	c	Pages 42-44
10	d	Pages 46-48
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Eight Segment I

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	2	4
4	3	
5	3	2
6	4	
7	5	3
8	5	
9	6	
10	7	1

Question 62.

Select the statement below which identifies the goal of bureaucratic systems.

a. The goal of bureaucratic systems is to completely indoctrinate its members with a belief in the legitimacy of established objectives.

b. The goal of bureaucratic systems is to eliminate wasted manpower through efficient organization structure.

c. The goal of bureaucratic systems is to accomplish as efficiently and expeditiously as possible those missions assigned to it by the decision-making hierarchy.

d. The goal of bureaucratic systems is to create a climate in which there is a maximum probability of effectiveness.

Ans. d, Ref. 8.1, TO-3/EO-3

PART 8 SEGMENT I

T. O. Number	TEST ITEM
1	Select the paragraph below which correctly describes the effect the naval organizational structure has on a junior officer's relations with his men. a. Although a junior officer has leadership responsibilities, he is positioned at the base of the pyramid of leadership. Because of this position, the junior officer need not fit his relations with his men into a naval Captain's scheme. b. The junior officer is primarily concerned with implementing the policy of his seniors. He demands his own standards of performance from his men since they do not fit into the hierarchical scheme of naval organization. c. Although a junior officer has leadership responsibilities, he is positioned at the base of the pyramid of leadership. If he is to ascend in the hierarchy of authority, the relations with his men must conform to the organization's demands. d. b and c correct answer: c
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
2 (EO-1)	Select the statement below which correctly identifies the naval organizational structure. a. The naval organizational structure is a horizontally organized bureaucracy. b. The naval organizational structure is a hierarchical bureaucracy. c. The naval organizational structure is a partially decentralized bureaucratic institution. d. The naval organizational structure is a bureaucratic system characterized by implicit differentiation of authority. correct answer: b
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
2 (EO-2)	Select the statement below which correctly defines a bureaucratic system. a. A bureaucratic system is characterized by unspecialized functions, an adherence to fixed rules, and a hierarchy of authority. b. A bureaucratic system is characterized by specialization of functions, adherence to implicit rules, and a horizontal hierarchy of authority. c. A bureaucratic system is characterized by differentiation of specialties, adherence to implicit rules, and an elite organization of authority. d. A bureaucratic system is characterized by specialization of functions, adherence to fixed rules, and a hierarchy of authority. correct answer: d
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
3 (EO-1)	Select the paragraph below which correctly states the behavioral expectations prescribed by a bureaucratic system. a. A bureaucratic system expects its members to be loyal to their organization, to behave consistently and rationally according to federal law, and to defer to the authority of the organization's leaders. b. A bureaucratic system expects its members to be loyal to the organization, to behave consistently and rationally according to technical and professional criteria, and to defer to the authority of the organization's leaders. c. A bureaucratic system expects its members to channel properly all criticism through the hierarchical command structure, to follow all implicit instructions closely, and to defer to the authority of the organization's leaders. d. A bureaucratic system expects its members to be loyal to the entire organization, to be resourceful and aggressive in implementing the policies of the organization, and to accept authority within the prescribed limits of practicality. correct answer: b
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
3 (EO-4)	Select the statement below which correctly defines cooptation. a. Cooptation is the process by which one segment of the bureaucracy combines with another for the purpose of mission accomplishment. b. Cooptation is the process by which hierarchical leaders are replaced or removed by younger men with greater potential. c. Cooptation is the process by which the bureaucracy utilizes all its resources to reach a decision regarding a particular mission or task. d. Cooptation is the process by which those in power select their successors. correct answer: d
	REVISION_____ DATE:

PART 8 SEGMENT 1

T. O. Number	TEST ITEM
4	Marine Captain Hogan commanded a company. In the last three months, his unit had discovered more enemy weapons caches than any other. He had instructed his men extensively on the Viet Cong trail marking system, and consequently, few casualities resulted from booby traps. Knowing that his unit had the best performance record, Captain Hogan always volunteered to be the lead company on battalion-sized operations. Select the term below which correctly identifies Captain Hogan. a. Indifferent b. Upward-mobile c. Ambivalent d. Extraordinary correct answer: b
	REVISION_____ DATE:

PART 8 SEGMENT 1

T. O. Number	TEST ITEM
5 (EO-2)	From the choices below, select the three distinct types of personal accommodation that occur in large organizations. 1. Apathetic 2. Upward-mobile 3. Indifferent 4. Immobile 5. Ambivalent 6. Satisfied a. 1, 3, and 6 b. 2, 4, and 5 c. 3, 5, and 6 d. 2, 3, and 5 correct answer: d
	REVISION_____DATE:

PART 8 SEGMENT 1

T. O. Number	TEST ITEM
5 (EO-3)	Select the statement below which correctly defines an ambivalent individual. a. An ambivalent individual is one who rejects the organization's promise of success for satisfactions obtained outside the organization setting. b. An ambivalent individual is one who can neither reject the organization's promise of success and power, nor play the disciplined role that would enable him to obtain those rewards. c. An ambivalent individual is one who has totally rejected the organization's values and rewards in favor of some other pursuit. d. An ambivalent individual is one who reacts positively to the bureaucratic situation and succeeds in it. correct answer: b
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
5 (EO-5)	Select the paragraph below that correctly explains the causes of indifferent reaction. a. The structural conditions of large organizations may alienate the individual. Persons may come into the organization with great expectations; but when bureaucratic and personal limitations blunt their hopes, they become indifferent. b. The indifferent individual's inability to assume the behavioral roles required for him to achieve the offered rewards results in a vicious behavior cycle. The organizational hierarchy deprives the indifferent of his technical resources, and this disciplinary measure reinforces his conception of an inept hierarchy. c. The indifferent individual is usually one who has continually met insurmountable obstacles to success. His lack of self-confidence is disguised as antipathy for the organizational structure. d. The indifferent individual usually harbors a profound disrespect for organizational values. He conceals this attitude by ostensibly accepting many of these values and fervently applying them. correct answer: a
	REVISION_____ DATE:

PART 8 SEGMENT 1

T. O. Number	TEST ITEM
6	Select the paragraph below which correctly describes the importance of understanding the bureaucratic organizational structure and its effects. a. Understanding the bureaucratic organization and its effects allows seniors and juniors to recognize that each has a similar conception of the other's role; this reduces the possibility of role conflict. b. It is important to understand the bureaucratic organization and its effects because juniors set the pattern of the organization's behavior. Seniors should recognize the various patterns of accommodation that occur so that tension and conflict do not become unmanageable. c. An understanding of the bureaucratic organization and its effects is important because, to reduce the possibility of role conflict, both seniors and juniors should recognize that each has a different perception of the other's role. d. It is important to understand the bureaucratic organization and its effects because both seniors and juniors should realize that each has a different perception of the other's role, in order to reduce the possibility of role agreement. correct answer: c
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
7 (EO-1)	Select the paragraph below which correctly describes the extent of a senior's influence on a junior's exercise of leadership. a. Senior officers exert a limited influence on a junior's exercise of leadership. If a junior officer possesses many leadership qualities, he can largely determine the extent of his own exercise of leadership. b. Senior officers exert complete influence over a junior's exercise of leadership. Because of his authoritative position, a senior can thwart or encourage a junior's initiatives. c. Senior officers exert little influence over a junior's exercise of leadership. Seniors also have seniors, and are therefore inhibited significantly by the attitudes of their superiors. d. Senior officers exert great influence on a junior's exercise of leadership. If a senior supervises closely, a junior will also supervise closely. correct answer: d
	REVISION_____ DATE:

PART 8 SEGMENT I

T. O. Number	TEST ITEM
7 (EO-3)	Select the statement below which correctly describes the principle which governs the inequality of the senior-subordinate relationship. a. Modern technological advancement has lessened the inequalities of the senior-subordinate relationship. b. The traditional prerogatives of rank—the power that accompanies a senior position—make the senior-subordinate relationship inherently unequal. c. Modern technological advancement, bureaucratic reorganization, and rapid communications have increased the inequality of the senior-subordinate relationship. d. The senior-subordinate relationship of inequality is governed by the fact that all subordinates attempt to identify with their seniors. correct answer: b
	REVISION_____ DATE:

Question 15.

Which of the following BEST characterizes a bureaucratic system?

a. Controls rewards and distribution of information, and withholds such rewards and information from non-conformists

b. Specialization of functions, adherence to fixed rules, and a hierarchy of authority

c. Equally allocated perquisites, preponderance of power resting with the elite members, and a rigid authority structure

d. Centralizied hierarchy of authority, power determined by length of service to the orgainzation, and an upward-mobile psychological climate

Answer: B CO Ref: I.A.1.a.

Question 23.

A man desires to move upward in a bureaucratic hierarchy.

He realizes this depends primarily on how well he:

a. Fulfills the expectations of his subordinates

b. Conforms to organizational demands

c. Interacts with his seniors and subordinates in social and work situations

d. Knows his job and is able to carry out his assigned duties

Answer: B CO Ref: I.A.1.d.1).

Question 29.

Which BEST describes the stated goal of bureaucratic systems?

a. Create an orgainzation in which organizational goals and values possess equal weight

b. Creation of a climate in which there is a maximum probability of effectiveness

c. Create an atmosphere of loyalty and deference to the authority of the organization's leaders

d. Create an organization in which common values are maintained while individual needs are satisfied

Answer: B CO Ref: I.A.2.c.

CUMULATIVE POST-TEST

TEN

Question 1.

An individual is most likely to ascend in an organizational hierarchy if:

a. All his interpersonal relations occur in an unstructured context

b. He takes his senior's expectations into account only when there are important decision to be made.

c. He has the same loyalties and values as the leader and the organization.

d. He takes the opportunity to dramatize his giving of awards to those junior to him in the hierarchy.

Answer C CO Ref: I.A.2.c. 3). (a) & (b)

Question 9.

Which correctly identifies the three types of personal accommodation which occur in bureaucratic orgainzanizations?

a. Mobile, ambivalent, cooptative

b. Indifferent, upward-mobile, ambivalent

c. Professional, indifferent, upward-mobile

d. Ambivalent, enthusiastic, indifferent

Answer: B CO Ref: I.B.1.

Question 28.

Interpersonal relations characterized by considerable sensitivity to authority and status differences characterize the:

a. Upward mobile

b. Ambivalent

c. Non-conformist

d. Indifferent

Answer: A CO Ref: I.B.1.a.3).(a).

Question 24.

Which of the following statements BEST explains the reasons for an indifferent reaction?

a. The indifferent believes that only the adequacy of one's performance ought to be considered in the selection for advancement.

b. The indifferent considers the heirarchical system to be fallible, and rejects the organization's systems of authority and status.

c. The indifferent believes that he is alienated by the structural conditions of the organization and by the lack of rewards it offers him.

d. The indifferent believes that the organization's discipline measures reinforce his conception of an inept heirarchy.

Answer: C CO Ref: I.B.2.b.1).

Question 10.

An individual is considered an ambivalent.

Which set of characteristics would BEST describe him?

a. Questionable job satisfaction, usually a "professional"; low toleration of ambiguity; considers hierarchical system to be fallible

b. Non-conformist; most often a "professional"; unable to assume the disciplined behavioral role required; feels adequacy of performance should be the only criterion for advancement

c. Usually an informal leader; non-conformist; ethno-centric and determined; has little respect for authority

d. Job satisfactions obtained outside organizational setting; rejects organizational bargain which promises authority, status, prestige, and income in exchange for loyalty, hard work, and identification with its values

Answer: B CO Ref: I.B.3.

Question 2.

Which correctly identifies the means that can be used by senior officers to develop desired values in non-conformists?

a. Setting an example in personal conduct and performance

b. Controlling the distribution of rewards and sanctions

c. Controlling the distribution of information

d. Encouraging more active participation in decision making

Answer: B CO Ref: I.C.2.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment II

Officer-Enlisted Man Relationships

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

OFFICER-ENLISTED MAN RELATIONSHIPS

PROGRESS CHECK

Question 1.

Which of the following statements correctly describes the basis for the officer-enlisted relationships within the Navy?

a. The relative positioning of individuals in the organization is determined by organizational responsibility, authority and seniority.

b. The relative positioning of individuals in the organization is based on appointments, and is subsequently the application of a "most qualified" system.

c. The relative positioning of individuals in the organization is based exclusively on seniority.

d. Both a and c

Question 2.

LTJG Brewster was concerned about becoming well liked by his men. He spent a great deal of time with them in their quarters, and occasionally he joined them on liberty at bars that usually catered only to enlisted men. It was LTJG Brewster's intention be be regarded as a "good guy" or a buddy by his men.

Select the principle governing social distance that LTJG Brewster has violated.

a. LTJG Brewster chose to socialize with his subordinates rather than with his fellow officers, and by doing so implied his unwillingness to accept the men of his command socially.

b. Excessive familiarity, as in LTJG Brewster's situation, leads to contempt among the subordinates.

c. LTJG Brewster's excessive familiarity with his subordinates causes a breakdown in the objectivity a leader needs to deal effectively with his subordinates.

d. LTJG Brewster violated the purpose and meaning of a good leader-subordinate relationship because his excessive fraternization could cause him to neglect his duties.

Question 3.

Which of the following is the correct definition of "social distance"?

a. The degree of intimacy or personal freedom between senior officers and enlisted men

b. The degree of intimacy or social relationship that exists between junior officers and senior officers

c. The degree of intimacy or closeness of association between a junior officer and a petty officer

d. The degree of intimacy or closeness of association between individuals occupying positions at different levels in any organizational structure

Question 4.

LTJG San Dovals was the only officer of his cultural background aboard a CVS. LTJG San Dovals developed a personal relationship with one of the men of his unit named Garcia. LTJG San Dovals and Garcia were both of Spanish-American ancestry. The common ties of their backgrounds made the two men close friends. Occasionally, Garcia would request and receive leave when other men of his unit had been refused. Following the establishment of LTJG San Dovals' close friendship with Garcia, LTJG San Dovals began experiencing leadership effectiveness problems with men of his unit.

From the following choices, select the statement that describes the best reason for LTJG San Dovals' apparent leadership ineffectiveness.

a. LTJG San Dovals' leadership was being severely hampered by his close association with Garcia. The rest of the men no longer felt LTJG San Dovals was totally objective in his handling of the unit.

b. LTJG San Dovals was having leadership problems because his men resented LTJG San Dovals' social distance.

c. LTJG San Dovals' leadership effectiveness was being hampered because the men felt Garcia was using LTJG San Dovals to get special privileges.

d. None of the above

Question 5.

LT Hawkins feels that popularity is the key to sucessful leadership among his men in the engineroom. Thus, LT Hawkins is constantly making efforts to please them. In doing so, he quite often extends special privileges to some of his men. At the same time, the work load in the engineroom is shifted to several men who must continually bear the burden for the entire section.

During a training maneuver, a boiler valve gave way and emergency repairs were needed at once. LT Hawkins ordered his entire section to begin repairs on the valve immediately. However, LT Hawkins' men did not function as a team, and the repairs were slow in being completed.

What was the probable reason for the engineroom section's delay in fixing the boiler valve?

a. LT Hawkins' daily actions had failed to fulfill the expectations of his favorites, and thus, they wouldn't carry their weight.

b. LT Hawkins' men expected him to help them repair the valve since it was an emergency situation.

c. The men who had been given special privileges were reluctant to help since they thought LT Hawkins should have assigned only those men who knew the most about the engineroom to perform the task.

d. None of the above

Question 6.

From the following choices select the three general areas of responsibilities you as a leader should bear toward your subordinates.

1) Insist on re-education rather than punishment.
2) Keep your men adequately informed.
3) Know your men and look out for their welfare.
4) State your orders clearly and repeat them often.
5) Establish standards and demand performance.

a. 1, 2, and 4
b. 2, 3, and 5
c. 3, 4, and 5
d. 1, 2, and 3

Question 7.

LT Miller is in charge of the radio room on a CVA. The general efficiency of his crew is just barely acceptable. LT Miller is concerned with the efficiency of his crew because he doubts whether or not they could perform up to standards in an emergency.

From the following choices select the appropriate course of action LT Miller should employ to improve the performance of his crew.

a. Try to set the example--both in performance and in appearance

b. Consistently reward satisfactory, or improved, performance

c. Consistently take corrective action when performance is below standard

d. All of the above

Question 8.

LTJG Boomer, in an effort to revitalize his division in the Weapons Department aboard a large ship, had the quotation, "LESS THAN YOUR BEST IS FAILURE" printed, posted and distributed throughout his area. However, LTJG Boomer was always the first junior officer over the brow on liberty and often returned disheveled in appearance. His section still turns in reports that are late and poorly typed.

From the situation above, determine whether or not LTJG Boomer established standards and demanded performance.

a. LTJG Boomer established clearly-defined standards, but did not demand performance.

b. LTJG Boomer established clearly-defined standards and demanded performance.

c. LTJG Boomer did not establish clearly-defined standards nor demand performance.

d. LTJG Boomer did not establish standards but he did demand performance.

Question 9.

How is the statement: "An effective leader sets the example" related to senior-subordinate relationships in getting good performance from the men?

a. By setting an outstanding example during working hours (duty hours) only, the leader can expect the men under him to perform both on duty and off duty in an outstanding manner.

b. A leader who sets the example on duty and off duty has established standards that will help in maintaining high performance from his subordinates.

c. A leader who sets the example in military appearance can expect his men to be outstanding in the performance of all their duties.

d. Setting the example really isn't related to good performance at all. The men must also set a good example for the leader. It is a mutual exchange.

Question 10.

Which of the following statements correctly summarizes the reasons why the leader should enforce established standards?

a. The leader's primary responsibility is to see that his own standards are being met by his subordinates.

b. By enforcing established standards, the leader can balance the good and poor performance of his subordinates.

c. By enforcing established standards, the leader is fulfilling two of his responsibilities: he is satisfying his seniors, and he is communicating to his men how well their performance compares with the performance of others.

d. The leader should establish difficult standards so that his men will be proud of their accomplishment when they meet these standards.

Question 11.

Which of the following statements correctly explains why standards and performance must necessarily be linked together?

a. When a leader has established his own high standards regardless of the standards required by higher echelon, the performance of his subordinates will improve.

b. While high standards mean high performance, high performance does not necessarily mean high standards.

c. By setting forth high standards accurately and clearly so that everyone understands what is expected, and by then ensuring that standards are met, a high performance will be attained.

d. Standards selected will not affect the performance attained. Standards are often so high that individuals cannot possibly reach them, so they work at their own level.

Question 12.

LT Hartman directed CPO Rice to detail a work crew to load general stores aboard a CVA. During the loading operation it began snowing, and in a short while the loading ramp was covered with ice and was very hazardous. CPO Rice, however, gave no orders to halt the operation. LT Hartman observed the condition of the loading ramp and ordered the loading halted. He did not consult CPO Rice before suspending the detail.

Which of the following statements correctly describes the possible effect LT Hartman's encroachment on CPO Rice's authority had on the enlisted men of the loading detail?

a. Improved the men's opinion of LT Hartman

b. Reduced the morale and probably affected the later efficiency of the enlisted men on the work crew assigned to follow CPO Rice's orders

c. Reduced the discipline of the men and weakened CPO Rice's authority and command over the men

d. Both b and c

Question 13.

Select the statement which describes the correct relationship between commissioned officers, petty officers, and nonrated men.

a. Petty officers are an important intermediary between commissioned officers and nonrated personnel.

b. Petty officers are important in the training of new junior officers and in communicating with the nonrated men.

c. Petty officers keep close watch on the nonrated men in order to keep the commissioned officers informed of infractions.

d. Both a and b

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT II

REMEDIATION TEXT Linear Text-Volume VIII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Pages 1-3
2	c	Pages 3-6
3	d	Pages 3-6
4	a	Pages 7-13
5	d	Pages 7-13
6	b	Pages 15-22
7	d	Pages 28-37
8	c	Pages 28-37
9	b	Pages 26, 32, 36-37
10	c	Pages 26-28, 34, 36-37
11	c	Pages 28-37
12	d	Pages 38-39
13	d	Pages 41-46
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Eight Segment II

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3	1
4	4	
5	5	
6	6	1
7	7 & 8	
8	9	
9	10	
10	11	
11	12	
12	13	
13	14 & 15	1

Question 70.

From the choices below, select the specific areas in which you as a leader can demonstrate your concern for your men.

1) Have an open-door policy.

2) Always be friendly and approachable.

3) Try not to inquire about the private lives of your men. Respect their individual privacy.

4) Concern yourself with the living conditions of your men.

a. 1, 3, and 4

b. 2, 3, and 4

c. 1, 2, and 3

d. 1, 2, and 4

Ans. d, Ref. 8.2, TO-6/EO-3

PART 8 SEGMENT II

T. O. Number	TEST ITEM
3	LTJG Robbinson developed a unique relationship with the men under his command because of his exceptional ability to recall baseball statistics and personalities. He managed to spend at least two hours each day with his men recounting various league standings and relating the glories of the principal stars of previous World Series games. LTJG Robbinson's relationship with his men as far as discipline and performance went was quite another situation. Frequently, he had great difficulty motivating his men. If the task assigned was too distasteful or routine LTJG Brewer had to resort to threats to finally get action. From the choices below, select the appropriate solution to LTJG Brewer's problem in handling his men. a. LTJG Brewer should punish his men to improve discipline and reestablish his authority. b. LTJG Brewer should gradually become less familiar with his men so that he can reestablish the necessary social distance between leader and follower. c. Both of the above. d. None of the above. correct answer: b
	REVISION_____ DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
4	LTJG San Dovals was the only officer of his cultural background aboard a CVS. LTJG San Dovals developed a personal relationship with one of the men of his unit named, Garcia. San Dovals and Garcia were both of Spanish-American ancestry. The common ties of their backgrounds made the two men close friends. Occasionally, Garcia would request and receive leave when other men of his unit had been refused. Following the establishment of LTJG San Doval's close friendship with Garcia, San Dovals began experiencing leadership effectiveness problems with the men of his unit. From the choices below, select the statement that describes the best reason for LTJG San Dovals' apparent leadership ineffectiveness. a. LTJG San Dovals' leadership was being severely hampered by his close association with Garcia. The rest of the men no longer felt San Dovals was totally objective in his handling of the unit. b. LTJG San Dovals was having leadership problems because his men resented his ancestral origin. c. LTJG San Dovals' leadership effectiveness was being hampered because the men felt Garcia was using San Dovals to get special privileges. d. None of the above. correct answer: a
	REVISION_____DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
6	LT Bowen was placed in charge of a team of computer specialists aboard a CVA during a shakedown cruise. The team consisted of seven specialists. None of the men of the team had prior experience on board ship. LT Bowen hurriedly ushered the men below and marched them to their temporary sleeping quarters. Next he hurriedly showed the men the ship's computer section, and then led them back to the galley. After the galley visit he returned them to their quarters and disappeared top side. He left no further instruction before he left. A few of the men became seasick since it was their first time aboard ship and there was general confusion about the location of sick bay. From the choices below, select the statement that correctly describes the area of responsibility that LT Bowen is apparently neglecting. a. The principal area of LT Bowen's neglect was that he did not fully explain the nature and extent of the computer team's responsibilities. b. LT Bowen neglected to introduce himself to his men so they could come to him for directions. c. LT Bowen neglected to show adequate concern for the welfare of his men. d. All of the above. correct answer: c

REVISION _____ DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
7	ENS Rumble has been directed to organize a platoon of 30 men to be used as a riot control unit in emergency situations. ENS Rumble easily obtained 30 volunteers for the special platoon. He took their names and made assignments but has made no effort to provide the unit any special training or instructions. He keeps putting it off. There are just too many other duties. Suddenly one day Rumble is notified to muster his platoon and deploy them to the adjacent city for an emergency situation. The platoon is assembled and quickly issued all its gear. Only about 10 of the platoon members have any idea of how to use all the gear properly. None of the members know any more than that they're going to a city area to assist in an emergency. From the choices below, select the statement which tells how ENS Rumble could remedy the situation. a. Rumble could delay his departure and call each man in to his office to insure that everyone thoroughly understands his duties. b. Rumble can't provide the training in one hour that should have been given over the past month but he could properly orient his platoon--telling them where they're going, why they're going and what they can expect to have to do. -continued on next page-

REVISION_____DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
7	-continued from previous page- c. Use the 10 men who are familiar with the equipment to quickly hold school for the others. d. Call the platoon together and apologize to them for not having more time to plan for their particular emergency. correct answer: b
	REVISION_____DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
7 EO-2	Select the statement that describes the specific techniques by which a leader keeps his men informed. a. Always explain why a task must be performed. But disseminate this data only once to avoid time consuming and lengthy briefing sessions. b. Keep your principal subordinates informed of your plans. They will let the rest of the men know what they think is relevant to their specific tasks. c. False rumors often are a great source of panic and confusion. Avoid disseminating too much information to prevent the spread of false rumors. d. Assure yourself that the men are receiving accurate and necessary information by frequent inspections, visits, and discussions with the unit as a whole. correct answer: d

REVISION _____ DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
12 EO-1	From the choices below, select the statement which best describes the two "beliefs" which a junior officer must establish in his men. 1. The individual goals of each man depend upon the successful completion of organizational goals. 2. The men must have an unwavering understanding of the fact that failure to meet desired performance standards will result in swift punishment. 3. The men must accept their junior officer as a competent source of guidance in helping them obtain both individual and organizational goals. 4. The men must realize that rewards will be offered for their performance, whether it is good or bad. a. 1 and 3 b. 3 and 4 c. 2 and 3 d. 1 and 4 correct answer: a

REVISION_____DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
12 EO-2	From the choices below, select the statement which correctly identifies the responsibilities of a leader in ensuring that standards he sets are met or exceeded. 1. Make the men fully aware of punishments to expect for failure to meet performance standards. 2. Ensure that every man knows what is expected of him. 3. Measure progress in achieving organizational goals and objectives. 4. All of the above. a. 1 and 3. b. 2 and 3. c. 4. d. 1 and 2. correct answer: b

REVISION_____DATE:

PART 8 SEGMENT II

T. O. Number	TEST ITEM
14	LTJG Brown ordered CPO Jarvis to unload a compressor tank to a dock-side, flat-bed truck. He warned Jarvis to insure that the tank was secure before the crane hitches were connected. LTJG Brown noticed, as the operation proceeded, that the crane line was being connected off-center, and if the compressor was hoisted, it appeared that the tank would slip and fall. From the choices below, select the statement that correctly describes the steps LTJG Brown should use to instruct CPO Jarvis to correctly attach the crane hoist line. a. LTJG Brown should order CPO Jarvis to stop work immediately and give on-the-spot instructions for fixing the hoist line. b. LTJG Brown should call CPO Jarvis aside and explain the problem to him and describe how he feels the situation can best be remedied. c. LTJG Brown should replace CPO Jarvis from the assignment and order another CPO to do the job correctly. d. LTJG Brown should not intervene at all. correct answer: b
	REVISION_____DATE:

Question 13.

Who controls the nature of the relationship that develops between the junior officer and his subordinates?

a. The junior officer
b. The hierarchical structure
c. The senior officer
d. The informal leader

Answer: C CO Ref: II.B.1.b.

Question 27.

Which correctly states the basic purpose of good senior-subordinate relations?

a. To keep the senior objective in evaluating subordinates' performance

b. To maintain an effective status system within the organization

c. To facilitate the attainment of organizational goals

d. To maintain effective communications, i.e., the chain of command

Answer: C CO Ref: II.B.1.b.c.2).

Question 17.

A leader, over a period of time, becomes overly familiar with the subordinates in his division.

Which of the following would most likely result from this over-familiarity?

a. A breakdown in discipline

b. A breakdown in leader's objectivity

c. A breaddown in communications

d. A breakdown in performance

Answer: B CO Ref: II.B.1.d.2).

Question 7.

Whose perception of the officer-enlisted relationship is most important?

a. The junior officer
b. The junior officer's peers
c. The junior officer's seniors
d. The junior officer's subordinates

Answer: D CO Ref: II.B.2.

Question 19.

Which correctly states the basis for subordinate behavior?

a. Reward incentives

b. Organizational objectives

c. Need satisfaction

d. Organizational values

Answer: C CO Ref: II.C.1.b.

Question 18.

An officer assuming the command of a new unit wants to get to know his men.

Which correctly states the BEST means by which to do so?

a. Concern himself with the living conditions of the members of his command including their environment, food, clothing and housing

b. Make provision for, and give personal attention to, the various personnel services available

c. See the members of his command and let them see him, be friendly and approachable

d. Inform his men of all developments which affect their working environment

Answer: C CO Ref: II.C.1.c.1).

Question 26.

Which correctly states an advantage of keeping your men informed?

a. Morale is enhanced.

b. Discipline is increased.

c. Authority is strengthened.

d. Organizational values are inculcated.

Answer: A. CO Ref: II.C.2.a.

Question 8.

Which correctly states an important "belief" which the junior officer must instill in his men when establishing standards?

a. That meeting standards is the only way to self-improvement

b. That he will explain accurately and clearly what is expected of each and every man

c. That if they want to attain their individual goals, they must help to achieve organizational goals

d. That they must follow the example he sets, and perform above standards if they are to receive rewards

Answer: C CO Ref: II.C.3.a.3).(b)

Question 14.

Which correctly states the most important mutual responsibility of the officer and petty officer?

a. Mutual agreement to get the job done

b. Mutual emphasis on subordinates and their relationships

c. Mutual dependence in order to learn from each other

d. Mutual respect for organizational goals

Answer: C CO Ref: II.D.2.b.

Question 25.

An officer wants to interrupt a petty officer in the midst of supervising a task.

Which correctly states an allowable reason for doing this?

a. When the officer feels that subordinates are not responding appropriately to the petty officer's demands.

b. When the officer perceives that the petty officer is not fulfilling his responsibilities

c. When the task situation involves danger to personnel or to valuable equipment

d. When the officer foresees substandard performance, due to unhealthy perception between the petty officer and subordinates

Answer: C CO Ref: II.D.3.a.2).

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment III

Assumption of Command and Formal and Informal Leader Relationships

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

ASSUMPTION OF COMMAND

PROGRESS CHECK

Question 1.

Marine 2-LT Lampo reported to Marble Mountain Air Facility for duty as the Officer-in-Charge of helicopter repair. LT Lampo had recently graduated from the Naval Academy and this was his first assignment involving a distinct command responsibility. Although he had specialized in mechanical engineering and had been trained extensively in the repair of helicopters, LT Lampo was becoming increasingly insecure about his new duties. He did not know if he could guarantee the work of his men and make sure that they accomplished the repairs in the time allotted.

Select the statement which correctly describes the methods by which 2-LT Lampo may compensate for his feelings of insecurity.

a. LT Lampo could discuss his problem with the base psychologists in hope that a trained professional would help him overcome his fears.

b. LT Lampo should reflect on the years of training that he has received to prepare him for assignments such as the one he received.

c. LT Lampo should avoid making command decisions until he is more confident of his command ability.

d. LT Lampo should ask the Base Commander who the most experienced repair officers are, and discuss with them the application of his previous training.

Question 2.

LTJG Sullivan was assigned as Assistant to the Head of Naval Communications at Norfolk Naval Station.

Select the statement that describes the procedure LTJG Sullivan should follow in analyzing his new assignment.

a. Hold informal talks with enlisted men to find out pertinent information about the organization, and evaluate their goals and personal plans

b. Avoid extensive conversations with the former leader since his remarks will probably be heavily biased.

c. Gather any information regarding the strength or weaknesses of the group and then evaluate the group's goals and plans for accomplishment.

d. Make a gradual appraisal of the unit's strong and weak areas by observing the group over a period of months.

Question 3.

Marine 2-LT Howard was assigned command of the motor pool in Headquarters Bn. During the weeks prior to assignment to the motor pool, 2-LT Howard had heard conflicting rumors about the personality of the lieutenant he was to replace. The dominant opinion of the former leader was that he was very popular with his men. He was not supposed to be a firm disciplinarian, but he was not supposed to be too lax in his command either. The men, from all that 2-LT Howard had heard, held him in very high esteem.

Select the statement that correctly describes the techniques 2-LT Howard should employ in meeting his new command.

a. 2-LT Howard should try to conduct himself in the general manner of the former leader of the group. In this way, he will not generate resentment among the men.

b. 2-LT Howard should not be influenced by the rumors about the former leader. He should assume command and take charge immediately and impress the men with his authority by cracking down on them right from the start.

c. 2-LT Howard should adopt a reasonably "soft-line" approach toward his command in the beginning so that he can learn more about his men by seeing them in action. He should also use the "soft-line" approach at first so that he can eventually build up toward a "hard-line" approach later on.

d. 2-LT Howard should arrange to meet with his men as soon as possible. He should impress them with his sincerity to provide them with firm, fair and impartial leadership, and with his determination to command by stating his estimate of the missions and specific tasks which lie ahead for the motor pool.

Question 4.

ENS Sparrows was placed in charge of the forward torpedo room aboard the USS Flyer. Since the beginning of his assignment, however, he used a "soft-line" approach in dealing with his men.

Select the statement that best describes the difficulties ENS Sparrows could encounter by consistently using the "soft-line" approach.

a. ENS Sparrows' excessive use of a "soft-line" approach will lead to difficulties at a later time when a "hard-line" approach is necessary.

b. ENS Sparrows' reliance on use of the "soft-line" approach will cause his men to lose regard for their military status and lose enthusiasm for their duties.

c. ENS Sparrows' consistent use of the "soft-line" approach will cause use men to lose respect for him as a leader.

d. ENS Sparrows' men will take advantage of him and expect extra privileges.

Question 5.

ENS Wilson was placed in charge of the ship's radioroom. From the start of his assignment he always employed a firm approach, being consistent, but not inflexible in the handling of his men.

Select the paragraph that states what is most likely to occur due to ENS Wilson's firm approach.

a. ENS Wilson's men will develop a deep resentment for him because of his firm approach.

b. ENS Wilson's men will end up trying to be transferred to another command.

c. ENS Wilson's men will resent his approach to handling his assignment and become uncooperative.

d. ENS Wilson's men will know exactly what is expected of them and the discipline and morale of the unit will be improved.

Question 6.

ENS Arnold was placed in charge of the ship's forward engineroom. Prior to his assignment, he had been told that the general discipline and working habits of the men in the engineroom were substandard. The day after ENS Arnold assumed his duties, he was convinced that the conditions cited prior to his arrival were grossly understated.

Select the correct procedure ENS Arnold should follow before he makes any actual changes in the handling of the operation of the engineroom.

a. ENS Arnold should stay clear of key individuals who previously handled portions of the operation under the former leader so that when he makes his recommendations for changes, no one will feel singled out or unreasonably offended.

b. The best way to remedy a bad situation is usually the quickest way. ENS Arnold should impress his men by using a "new broom sweeps clean" type of approach, since any change would be for the better.

c. ENS Arnold should make changes only when the requirement for change has been carefully established as a result of thorough and valid evaluation of the organization.

d. When changes must be made, prolonged discussions tend to exaggerate and distort the issues. ENS Arnold should avoid extensive discussions of his proposals by members of his organization. He is the leader of the unit and as such is totally responsible for implementing changes, not conducting debating sessions.

Question 7.

Select the paragraph which correctly explains the importance of consulting with key men when assuming a new command.

a. Whenever a command has been changed, the key men who remain are concerned with what their new roles in the organization will encompass. A new commander must therefore be aware that most of the information he receives from these individuals will be biased against change.

b. The key men of a unit must be consulted immediately by the new commander or it is likely that their confidence in him will not develop. Opinions of key men are less important than official records of the unit.

c. A new commander should consult with the key men to make an accurate evaluation of both their present jobs and future responsibilities. Key men are also valuable sources of information about the operation of the unit and its peculiar problems.

d. Key men in an organization are generally those with the most time in the unit. The newer men should be consulted in place of these more established authorities because they will probably be more amenable to change.

Question 8.

Select the statement that best defines the nature of informal organizations.

a. A network of official command relations not established by formal authority, but based on military tradition and sanctioned and encouraged by formal authority.

b. A network of personal and social relations not established or required by formal authority but arising spontaneously as people associate with each other

c. A network of personal and social relations established by informal authority and certain aspects of military regulations

d. A network of official command authority based on military regulations only

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Question 9.

The Navy examination for RM3 will be held in 30 days. Several of the strikers in the radio gang realize that their code speed is too low to pass the test. They ask RM1 Joslyn to hold off-duty classes so that they might have the opportunity to practice copying code under his supervision.

Why did RM1 Joslyn emerge as an informal leader?

a. Because the men recognized and accepted his knowledge and ability.

b. Because the men wanted to see how fast he could copy code.

c. Because he was in a position of authority.

d. Because the men wanted to make him look good to the Communications Officer.

Question 10.

Select the statement which correctly describes a possible dangerous aspect of a formal leader's establishing good relations with the informal leader when he is not also a formal subordinate leader.

a. Too much familiarity with an informal leader who is not also a formal leader will lead to an overdependence on the authority of the intermediate formal leader.

b. The "favored person" problem can result in situations where there is a loss of respect for both the formal leader and the subordinate.

c. An atmosphere of overcongeniality may develop in which considerations of rank are disregarded.

d. The informality will tend to encourage the men to bypass the formal, intermediate leader, particularly on matters in which the men disagree with that leader.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT III

REMEDIATION TEXT Linear Text -Volume VIII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages 2-4
2	c	Page 12
3	d	Pages 16-18
4	a	Pages 19-20
5	d	Pages 21-23
6	c	Pages 23-26
7	c	Pages 27-29
8	b	Pages 30-31
9	a	Pages 32-34
10	d	Pages 39-41
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Eight Segment III

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3	
4	4	
5	5	
6	6	
7	7	
8	8	
9	9	
10	10	

Question 48.

Ensign Whipple climbed the narrow steps to the air traffic control central tower. In moments he would assume supervision of ground-to-air radio communications for the base. Ever since Whipple received his orders, he has been trying to repress growing feelings of apprehension about his first assignment. But now, just moments before he is to begin, he is experiencing conflict between his enthusiasm to do well and his more dominant feelings of insecurity.

From the following choices, select the statement that correctly describes the methods Ensign Whipple should employ to help him compensate for his feelings of insecurity in beginning his new assignment.

a. Ensign Whipple should apply himself diligently so that he can learn the technicalities of his assignment which prior training has not provided.

b. Ensign Whipple should expect the officer he is relieving to assume the initiative and brief him on the nature and extent of his new responsibilities.

c. Ensign Whipple should avoid making decisions until he makes a sound evaluation of his new duties and decides the best way to handle his responsibilities.

d. Ensign Whipple should rely heavily upon the comments and opinions of the former leader to help him gain a comprehensive understanding of his new responsibilities.

Ans. a, Ref. 8.3, TO-1

Question 30.

Select the statement which correctly describes the advantage of a formal leader having good relations with an informal leader who is supporting organizational goals.

a. The formal leader's position power is strengthened.

b. The formal leader's work is lightened.

c. The informal leader can take over in an emergency.

d. The informal leader can be a positive factor in group cohesiveness and morale.

Ans. b, Ref. 8.3, TO-9/EO-3

PART 8 SEGMENT III

T. O. Number	TEST ITEM
1 (EO-1)	Which of the following statements most correctly expresses the key leadership factor(s) a new officer should keep in mind when assuming his first command? a. A good leader constantly seeks ways to assert his authority by delegating responsibility to his subordinates. b. A good leader uses discipline as the principle method of guaranteeing his authority. c. A good leader knows his job and is able to teach it to others. d. All of the above. correct answer: c

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
1 (EO-2)	Select the statement that best describes what is expected of a young officer undertaking a new assignment. a. The officer undertaking a new assignment is not expected to know everything about naval leadership, but should know what is expected of him as a leader. b. The new officer undertaking a new command is expected to work independently. He should not need guidance and leadership assistance from subordinates, such as his chief petty officer. c. The officer undertaking a new assignment is always expected to perform his job well in less than six months. d. The new officer undertaking a new command is expected to apply himself diligently so he can quickly become proficient enough to teach others. Correct answer: d

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
2 (EO-1)	Lieutenant Gersch was scheduled to take charge of the Engineering Department aboard the USS CLOUD on May 1st. Prior to this, he had met with his predecessor, LT Hovey, to facilitate his preliminary analysis of the department. LT Hovey told LT Gersch that all the CPO's in the unit were "worthless" and should be transferred off the ship en masse. LT Gersch inquired as to why these men performed so poorly. Hovey replied that he had found it impossible to communicate with those "numbskulls" for he was plagued by repeated questions about every order he issued. Select the statement which best describes the appropriate consideration LT Gersch must give to LT Hovey's information. a. LT Gersch should accept LT Hovey's evaluation of the abilities of the unit's CPO's because Hovey has been the commander for some time. b. LT Gersch should reject LT Hovey's evaluation of the unit's CPO's because Hovey is making an attempt to destroy the careers of the men. c. LT Gersch should consider LT Hovey's evaluation of the unit's CPO's in light of the present commander's obvious bias against the men. d. LT Gersch should accept LT Hovey's evaluation of the abilities of the unit's CPO's because Hovey is a fellow officer, and his judgment should be respected. correct answer: c

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
3 (EO-1)	, Select the statement which best describes the importance of a new officer's initial impression on his new command. a. A new officer's initial impression on his new command affects the later relationship which will exist between him and his superiors. b. The initial impression an officer makes when he assumes a new command will determine the degree of cooperation he'll receive from fellow officers. c. The impression an officer makes when he first assumes a new command determines the relationship which will exist between him and his men. d. The impression an officer makes when he assumes a new command will affect his service record. correct answer: c

REVISION _____ DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
6 (EO-1)	From the following examples in which new officers initiate changes in the organization of their units, select the one which validly necessitated immediate change. a. Upon assuming command of his new unit, Ensign Smith ordered immediate reorganization of the clerical pool to make it conform to the one he was familiar with. b. Upon assuming command of a new unit, Lieutenant Jones immediately reassigned four of the unit's CPO's because they had been at their old jobs too long. c. Upon assuming command of a new unit, Lieutenant Cooper ordered immediate removal of the ineffective leader of a group with low morale and little discipline. d. Upon assuming command of a new unit, Lieutenant Fisher extended the duty hours of all personnel in order to improve unit efficiency. correct answer: c.

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
8	From the statements below, select the one that best defines the nature of informal organizations. a. A network of powerful social and personal relationships based on the experience and rank of the participants. b. A network of personal and social relationships which revolve around individuals' desires to be accepted as equals with superiors in the formal organization. c. A network of personal and social relations not established or required by formal authority but arising spontaneously as people associate with one another. d. A network of personal and social relations that results from the compatability of the members' political and social opinions, exclusive of all professional status. correct answer: c

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
9 (EO-1)	From the following examples of leaders, select the one which best describes an informal leader. a. Midshipman Ensign Burns is responsible for the indoctrination of all fourth classmen in his squad. b. Midshipman Evans has organized a company volleyball team and is serving as its manager. c. Midshipman LTJG Scott has a substantial musical background and has been selected as the Drum and Bugle Corps Sub-commander. d. Part of Midshipman Lieutenant Lowe's duties as Brigade Adjutant is responsibility for the Midshipman watch. correct answer: b

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
9 (EO-2)	From the choices below, select the statement which correctly indicates the importance of identifying the informal leader within an organization. a. The informal leader is the real source of power within an organization. b. The informal leader will not cooperate with a formal leader unless he is granted recognition. c. The informal leader will always incourage insubordination unless he is carefully watched. d. The formal leader needs to work with the informal leader to ensure that their leadership is furthering the organization's objectives rather than hindering them. correct answer: d

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
9 (EO-3)	From the choices below select the statement which correctly describes the benefits of having good relations with informal leaders. a. Good relations with informal leaders will ensure a formal leader's popularity within the organization. b. Good relations with informal leaders will both facilitate mission accomplishment and lessen the formal leader's work load. c. Good relations with informal leaders will make a formal leader look good even if he is not. d. None of the above. correct answer: b
	REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
10	From the choices below, select the statement which correctly describes a possible dangerous aspect of a formal leader's establishing good relations with the informal leader when he is not also a formal subordinate leader. a. Too much familiarity with an informal leader who is not also a formal leader will lead to an overdependence on the authority of the intermediate formal leader. b. The "favored person" problem can result in situations where there is a loss of respect for both the formal leader and the subordinate. c. An atmosphere of overcongeniality may develop in which considerations of rank are disregarded. d. All of the above. correct answer: b.

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
11	Ensign Berger was placed in charge of the ship's laundry. Previous to Ensign Berger's assignment to the laundry , CPO Wilson had been in charge. A recent re-evaluation of the ships needs and ability to supply an ample supply of laundry had been ordered, and it was decided that the existing facility should be expanded. Ensign Berger was ordered to carry out the expansion and updating of the laundry facility. CPO Wilson had worked very closely with the men of his command. The leadership structure of CPO Wilson's command was very lax, and following Ensign Berger's arrival several of the men CPO Wilson had regarded as informal leaders openly objected to Berger's plan to renovate the laundry operation. From the choices below, select the statement that describes the best action Ensign Berger should take to remedy the situation described above. a. Ensign Berger should use mild punishment to discourage the men's opposition to his plans to remodel the laundry. b. CPO Wilson should assume the responsibility for the men's opposition. After direct consultation with Berger, he should explain the organization level goals hoped for by improving the laundry facility and encourage the men to participate rather than dissent.

REVISION_____DATE:

PART 8 SEGMENT III

T. O. Number	TEST ITEM
11	c. Ensign Berger should ignore the comments of just a handfull of men and simply make a note on each man's service record about his poor attitude. d. CPO Wilson should be punished for permitting the growth of strong informal leaders and for his inability to control such men when given direct orders from a formal leader. correct answer: b.

REVISION_____DATE:

Question 11.

What is expected of a new officer undertaking his first assignment?

a. That he give special attention to all personnel in the chain of command as their advice is backed by years of experience

b. That he apply himself diligently so that he can quickly become proficient

c. That he concentrate on the training and experience he received prior to the assignment

d. That he arrange for the unit to be assembled in order to talk with his personnel

Answer: B CO Ref: III.A.2.d.1).

Question 12.

An officer is taking over a new assignment. He has called personnel together for the initial meeting.

Which is an appropriate action for the officer to take at this initial meeting?

a. Keep his attitude neutral, omitting agressiveness

b. Inform them generally about any changes he may initiate

c. Express the pride and opportunity afforded by the new assignment and the future, and omit reference to previous achievemnets of the division

d. Chart the operational schedule and specific tasks which lie ahead

Answer: D CO Ref: III.A.4.b.2).

Question 20.

Which correctly states a probable result if an officer equates aggressiveness with firmness when assuming command of a division?

a. Subordinates' stubborness

b. Subordinates' resentment

c. Subordinates' noncompliance

d. Subordinates' ambivalence

Answer: B CO Ref: III.A.4.c.1).(d).

Question 21.

An officer who has just assumed command of a division is employing the soft-line approach.

What will be the probable result of this approach?

a. Creation of negative attutudes may increase.

b. Performance sta..dards may increase.

c. Morale may increase.

d. Informal groups will emerge.

Answer: A CO Ref: III.A.4.c.2).(b).

Question 22.

When is it appropriate to use a "new broom sweeps clean" approach in assuming command of a division?

a. When morale and performance effectiveness are low

b. When resentment and noncompliance are encountered in subordinates

c. When required by a trouble-shooting assignment

d. All of the above

Answer: C CO Ref: III.A.5.c.

Question 5.

Which correctly states an importance of attention to personnel in the chain of command when taking over a division?

a. Valuable information about the division can be obtained from them.

b. Effective communications are maintained.

c. The effectiveness of the organization's status system is maintained.

d. They can assist in locating and recognizing informal leaders.

Answer: A CO Ref: III.A.6.b.

Question 6.

Select the statement which describes the nature of informal organizations.

a. An organization which permits power to be held by individuals who will not overemphasize their authority.

b. An organization wherein emphasis is on people and their relationships.

c. An organization in which an informal leader exerts more influence upon productivity than the formal leader.

d. An organization which emphasizes an individual's functional position rather than his rank

Answer: B CO Ref: III.B.1.

Question 3.

A Lieutenant has not made himself available to his men for counseling, and in other matters too, has failed to satisfy their needs. What will be the MOST probable result of this situation?

a. The group morale will drop, causing poor work performance.

b. The Lieutenant will not be able to evaluate the men objectively.

c. An informal leader who will satisfy their needs will emerge.

d. The men's organizational loyalties will be undermined.

Answer: C CORef: III.B.2.

Question 30.

A lieutenant has established good relations with the informal leader of his division who is not one of the formal subordinate leaders.

What dangers might arise from this relationship?

a. The men will be less impressed by their formal leader's authority.

b. It will lead to a tearing down of the authority of the intermediate leader.

c. The men will become envious of the lieutenant's obvious favoritism for the informal leader.

d. It will cause a breakdown in performance efficiency.

Answer: B CO Ref: III.B.4.c.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment IV

Introduction to Counseling

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

INTRODUCTION TO COUNSELING

PROGRESS CHECK

Question 1.

LT Englehart's jet fighter overran the rain-slick runway, yet luckily, was undamaged. The Operations Officer, LCDR Ferris, had observed the landing and realized LT Englehart was at fault and not the brakes, as LT Englehart claimed. Not wishing to embarrass his Assistant Operations Officer in front of the junior pilots, LCDR Ferris remained silent. Later that afternoon, LCDR Ferris discussed the incident with LT Englehart and pointed out the faulty techniques LT Englehart had used in the landing and roll-out that caused him to overrun. Then he explained what should have been done and the rationale. LT Englehart fully understood for the first time the aerodynamic and mechanical considerations in landing and braking an aircraft on a slippery runway. From this narrative, select the goal of LCDR Ferris during his counseling interview with LT Englehart.

a. To gain cooperation

b. To give instruction

c. To get information

d. All of the above

Question 2.

Which of the following statements best describes the overall objective of counseling?

a. To establish what is best for the unit as a whole

b. To maintain personal contact with the men and give them recognition

c. To gain cooperation from the men in the unit

d. To help initiate and maintain good senior-subordinate relationships

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Question 3.

ENS Transmitter has an "open-door policy" with his men. Through his CPO, PO1 Sparks requests an interview with ENS Transmitter. Sparks is an outstanding petty officer and states as his reason for the interview his desire to obtain transfer to any other ship or station. After evaluating the information provided by PO Sparks, ENS Transmitter determines that Sparks wants more responsibility than maintaining the emergency radio equipment.

Based on the above example, select from the choices below the reason for the counseling session.

a. Counselor initiated

b. Directed counseling

c. Counselor directed

d. Counselee initiated

Question 4.

Which of the following states why a counselor might initiate an interview?

a. To discuss the counselee's effectiveness in his job

b. To clarify some matter of discipline which the counselee has violated, apparently through ignorance

c. Both of the above

d. None of the above

Question 5.

CWO Runyon is an officer with 26 years service. He has a reputation of being rough on his subordinates. However, he is a dedicated officer who works harder and longer than anyone else. He has followed his hardnosed line with his son who has quit school with the intention of enlisting to get away from home. Now CWO Runyon has some misgivings over his treatment of the boy. Wishing he knew how to right past wrongs, he seeks out his Division Officer, LTJG Frank, for advice. LTJG Frank knows Runyon well but is unaware of any friction between the "Gunner" and his son. Thus, he is unprepared when CWO Runyon starts talking about his problem.

If you were LTJG Frank, which counseling approach would you choose?

a. Non-directive

b. Advising

c. Directive

d. Exhorting

Question 6.

ENS Stoker, the B Division Officer, has a problem with BT3 Gauge, the Oil King aboard the USS Sailer. He has a counseling session with Gauge regarding the daily fuel and water reports and states, "If there is no improvement in the maintenance of your records, I'll take you to mast."

Which of the following statements best describes the probable effect of ENS Stoker's action?

a. BT3 Gauge will square away his records and do a good job.

b. BT3 Gauge will continue his present habits.

c. BT3 Gauge will improve the maintenance of his records, but he will eventually return to his old behavior pattern.

Question 7.

ENS Consul was standing the mid-watch with RD3 Spindrift. During a casual conversation, Spindrift began talking about a new powerful and expensive car he was thinking of buying. ENS Consul squelched his impulse to give a quick reply about the foolishness of such an expensive purchase. Instead, realizing that there would be little to do in the next two hours, he asked Spindrift to tell him all about the special features of the car. He listened with attention and interest. Then, he asked Spindrift how much it would cost and how much he had to pay and for how long. Spindrift figured that he could make the payments but with not much to spare. After Spindrift spent some time talking about the sacrifices that he could make to cut down expenses in other areas, ENS Consul asked about gas consumption and maintenance. Again, Spindrift did a lot of figuring and planned more drastic sacrifices until he showed that he could just barely make the payments over the three-year period. ENS Consul asked a question now and then about insurance, taxes on the car, depreciation, etc. Spindrift managed to express a pretty confident approach to all the expenses. After awhile, routine duties interrupted any more casual conversation. However, just before they finished the watch, Spindrift ended a thoughtful silence by saying, "You know, Mr. Consul, I'd be out of my skull to buy such an expensive car."

During the watch discussed above, ENS Consul:

a. Wisely did not attempt to counsel an individual during a watch

b. Judiciously applied a non-directive approach

c. Deliberately avoided an opportunity to counsel a subordinate

d. Applied both directive and non-directive techniques, in other words, the eclectic approach

Question 8.

Which of the following assumptions underlies the non-directive approach to counseling?

a. Only the counselor concerned can solve the counselee's problems.

b. A counselee will accept the facts as given, including the counselor's facts and solution.

c. Every individual has the capacity to reorganize or orient himself so that he becomes the type of person he really wants to be.

d. Both a and b above

Question 9.

ENS Dunnage is planning an interview with RM3 Mast about re-enlistment. From the record in front of him and from a previous conversation, ENS Dunnage knows that Mast is not fully aware of the many courses of special training for which he is eligible. He feels that if Mast were encouraged to select a few of these courses in which he might be interested, he could give Mast specific help in applying for one of these courses. At the same time, he could also get Mast to open up and talk about his doubts and expectations about another hitch. ENS Dunnage decides to spend the first part of the interview explaining the opportunities to Mast, and feels that, by being a patient, interested listener in the latter part of the interview, he can get Mast to talk out his situation and decide for himself about taking advantage of the opportunities offered by re-enlisting.

To accomplish this interview as he planned it, ENS Dunnage would have to employ which of the following counseling techniques?

a. Eclectic
b. Exhortation
c. Non-directive
d. Directive

Question 10.

Select the statement below which best describes the general conclusion relative to the various approaches to counseling.

a. Good counseling technique comes naturally, so long as one is well versed in the theoretical approaches.

b. Good counseling technique depends not so much on the counselor's skill, as the theoretical approach used.

c. Good counseling technique cannot be learned; therefore, it is useless to study the various approaches if one lacks skill in counseling.

d. None of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT IV

REMEDIATION TEXT Syndactic Text-Volume VIII-B

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Summary 1 Pages 1-2
2	d	Summary 1 Page 1
3	d	Summary 1 Pages 3-4
4	c	Summary 1 Pages 3-4
5	a	Summary 2 Pages 30-32
6	c	Summary 2 Page 28
7	b	Summary 2 Pages 30-32
8	c	Summary 2 Page 30
9	a	Summary 2 Page 32
10	d	Summary 2 Page 33
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Eight Segment IV

ITEM NO.	T. O.	E. O.
1	1	
2	1	1
3	2	
4	2	1
5	3	
6	3	2
7	4	
8	4	1
9	5	
10	6	

Question 31.

Select the statement which best describes the eclectic approach to counseling.

a. The counselor decides which method of counseling will work best for an individual and then uses that method.

b. The counselor analyzes an individual's problem and then uses the directive approach to select a solution.

c. The counselor analyzes an individual's problem and uses a combination of methods to solve the problem, depending on the situation.

d. The counselor invites the Chaplain to sit in on the session to select an unbiased solution to the counselee's problem.

Ans. c, Ref. 8.4, TO-5/EO-1

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
1	ENS Windlass, First Lieutenant of the USS FASTSAIL, was advised the ship would anchor in 25 fathoms of water. He advised no one on the anchor detail,and on receipt of the order from the bridge over the sound powered phones to "Let go the anchor" he gave the order, "Let go the starboard anchor". The anchor commenced to run and could not be braked. When the red chain links appeared at the chain pipe, he ordered, "Clear the forecastle." The chain disappeared over the side. LTJG Primer, the weapons officer,had observed only part of the evolution and realized that ENS Windlass was at fault and not the padeye in the chain locker,which ENS Windlass claimed should have held the "bitter end" of the chain. Instead of directing ENS Windlass on the spot, he called him in to his stateroom and discussed the incident and method Windlass had used in anchoring that caused the loss of chain and anchor. Then he explained that when anchoring in over 12 fathoms of water, the anchor should be walked out to the waters' edge. He further explained that all hands on any detail should be kept informed of each evolution the detail would perform. From this example, select the goal of LTJG Primer during his counseling interview with ENS Windlass. (Continued on the next page)

REVISION_____DATE:

T. O. Number	TEST ITEM
	(Continued From Preceding Page) a. To get information b. To gain cooperation. c. To give instruction. d. None of the above. Answer: c
	REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
1 (EO-2)	Select from the following which best describes the goals which a counseling interview centers upon. a. Give information, determine what is best for the men and what is best for the unit. b. Give information and get instruction for men in the unit. c. Give instruction, get information and gain cooperation. d. All of the above. Answer: c

REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
1 (EO-3)	Which statement in order of their priority best describes the two controlling ideas in a counseling interview. a. The counseling interview centers around obtaining information and gaining cooperation. b. The counseling interview centers around giving instructions and gaining cooperation . c. The counseling interview centers around gaining cooperation and what is for the good of the man. d. The counseling interview centers around what is in the best interest of the unit and what is for the good of the man. Answer: d

REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
2	LT Kane, the Flight Deck Officer, readily agreed when his executive officer, CDR McVey, proposed they enter the ship's tennis tournament as a team. However, he uneasily declined when the executive officer suggested they take the afternoon off for practice. Under discreet questioning Kane revealed his fear and dislike of LCDR Delaware, his department head. Kane related that Delaware jealously watched over each minute the Air Department officers were on the job. They were even accused of goofing off if they went to sick bay or took a coffee break in the wardroom. He guessed Delaware would be rough on him for asking permission to "cut out" for tennis with the executive officer. The above discussion between LT Kane and CDR McVey is one of the basic forms of a counseling interview. Select from the choices below the reasons for the counseling session. a. Directed counseling b. Counselor-initiated c. Counselee-initiated d. Counselor directed Answer: b

REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-3)	Which of the following statements best describes conditions under which a directed counseling session might be initiated. a. When an officer is directed by his senior to counsel one of his subordinates. b. When a subordinate is ordered to report to immediate senior for counseling by another officer. c. When a subordinate is referred to his immediate superior for counseling by an outside agency. d. All of the above. Answer: d

REVISION____ DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
3	PO Shore is a machinist mate first class with fourteen years service. He is a hard worker and a team man. He has served most of his career at sea because there are few billets ashore for machinists mates. As a result of mismanaged finances, he is $3,500 in debt and is having a hard time meeting his debt payments and maintaining his household. With a desire to get out of debt, he obtains an interview with his division officer, ENS Stack, for advice. ENS Stack knows Shore well but is unaware of his financial difficulties. Accordingly, he is unprepared when PO Shore begins the interview stating his problems. If you were ENS Stack, which counseling approach would you take? a. Reassuring. b. Eclectic. c. Non-Directive. d. Giving Advice. Answer: c

REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
3 (EO-1)	Which of the following tendencies are characteristics pertaining to directive counseling? a. Giving advice on the problem. b. Explaining the problem. c. Exhorting. d. All of the above. Answer: d
	REVISION____ DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
3 (EO-4)	Which of the following statements concerning the shortcomings of the directive approach to counseling is correct? a. The shortcomings of the directive approach are that the counselor quickly understands the problem, knows the facts and issues involved, knows the best solution, etc. b. The shortcoming of the directive approach is the difficulty in making the individual perceive the problem as the counselor does, and accept the proposed solution. c. The shortcoming of the directive approach is its basis on the proper assumptions that the counselor: quickly understands the problem, knows the facts and issues involved, knows the best solution, can get the individual to accept the proposed solution. d. The shortcoming of the directive approach to counseling is that this approach is based on four highly questionable assumptions concerning the counselor and the situation at hand. correct answer: d
	REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
4	LTJG Frank listened intently and with considerable interest as CWO Runyon unfolded his story about his son's dropping out of school and of his son's plans to enlist. Then CWO Runyon caught his division officer by surprise when he asked where he had gone wrong with the boy and how he could rectify the error. Wisely, Mr. Frank ducked the question, realizing that he was ill-equipped to help his maintenance officer without having more background information. Then by careful questioning, he encouraged CWO Runyon to speak more openly and fully. That was the first of many evening talks together as the division officer probed deeper into the story. CWO Runyon, feeling he had a friendly and sympathetic audience, freely told everything the DO needed to get to the heart of the matter. Which of the counseling approaches is LTJG Frank employing? a. Directive b. Non-directive c. Eclectic d. All of the above Answer: b
	REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
4 (EO-3)	From the list choose those steps and guidelines which should be observed in conducting a non-directive interview: 1. Be prepared. 2. Put the man at ease. 3. Establish rapport. 4. Don't argue or admonish. 5. Don't display authority. 6. Listen carefully. 7. Don't advise. 8. Help clarify positive courses of action. a. All of the above. b. 1, 2, 3, 4, 5, 6 and 8. c. 1, 2, 3, 4, 6, 7 and 8. d. 1, 2, 3, 4, 6 and 8. Answer: a

REVISION_____ DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
5	Leading radioman, CPO Bronson, one of the better enlisted instructors aboard ship, was nominated by his radio officer, LTJG Ord, to attend a two-week technique of instruction (TO I) course during the up-coming in port period. About one week after Bronson commenced the TO I course, LTJG Ord received word that Bronson was having difficulties in the school. LTJG Ord went to the school and arranged to see Chief Bronson immediately after class. LTJG Ord began his meeting with Bronson by asking a few questions. It was soon obvious that the chief was deeply worreid. LTJG Ord managed to get the chief to do most of the talking, and the real problems were brought to light. The chief was overly concerned about his standing in the school and his earned reputation as an instructor aboard the ship. Additionally the chief was having some personal family problems at home. LTJG Ord explained that the purpose of sending the chief to school was not to enchance the reputation of the ship, but to benefit the chief. LTJG Ord also stated that he understood how personal problems could interfere with concentrated school effort and explained that the chief could drop out of the school with no stigma attached if the personal problems were too great. In fact LTJG Ord offered to arrange -continued on next page-

REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
	-continued from preceding page- for the chief to see the base psychiatrist and/or the chaplain. The chief declined the offer, stating that he realized, after talking with LTJG Ord, that a large part of his school problem had become exaggerated by his imagination. From the situation described above, which approach to counselling was used by LTJG Ord? a. analytic - situational b. directive c. non-directive d. eclectic Answer: d

REVISION_____DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
6	In regard to the various theories on counseling, the following general conclusion may be made: a. It is the accuracy of the theoretical approach that produces results. b. Accuracy in the knowledge and understanding of the theoretical approach which best suits the counselor is of paramount importance. c. It is the skill with which a theoretical approach is applied that produces results. d. Accuracy in the knowledge and understanding of more than one theoretical approach will produce the best results. Answer: c
	REVISION_____ DATE:

PART 8 SEGMENT IV

T. O. Number	TEST ITEM
6	From the list choose those items which best describes the similarity of skills involved in the various approaches to counseling. A counselor: 1. Attempts to sympathize with the counselee. 2. Tries to quickly determine the individuals problem. 3. Tries to adopt individuals frame of reference. 4. Leaves decisions and choices to the individual. 5. Attempts to get the individual to perceive the situation the way the counselor does. 6. Tries to see the situation through the eyes of the individual. 7. Attempts to get the counsellee to accept his proposed solution. a. All of the above. b. 1, 3, 4 and 6 only. c. 1, 2, 3, 4, 5 and 6 only. d. 1, 3, 4, 6 and 7 only. Answer: b

REVISION_____DATE:

Question 13.

Which of the following are the goals around which a counseling interview may center?

a. To find a solution for the counselee's problem, and to apply discipline or corrective action where appropriate

b. To provide counsel which is in the best interest of the unit

c. To give instruction to the counselee, and direct him to an appropriate agency should his problem be beyond your scope

d. To give instruction to the counselee, to obtain information, and to gain his cooperation

Answer: D Ref: IV.A.2.

Question 27.

There are certain responsibilities which determine a leader's role as counselor. These are:

a. Obligation to attend to all counseling needs of personnel

b. Mission accomplishment and provision for welfare of men

c. Treatment of each man as an individual, not a number

d. To encourage a sense of responsibility among subordinates

Answer: B CO Ref: IV.A.3.

Question 14.

An individual has a problem which is interfering with his work in the unit. The counselor's first consideration in the interview is to resolve the problem in the best interest of:

a. The unit
b. The mission
c. The counselee
d. The leader as counselor

Answer: A. Ref: IV.A.3.a.

Question 19.

A counselor-initiated interview takes place when:

a. A counselor initiates the discussion in an interview.

b. A counselor's senior asks him to counsel a subordinate.

c. A counselor wishes to discuss a specific problem.

d. A counselor controls the conversation during an interview.

Answer: C Ref: IV.B.1.a.

Question 3.

During a counseling session, an officer tells the counselee what he feels are his deficiencies and outlines his basic problem. He then has the man make a decision on the best course of action, and gives him complete responsibility for carrying out this decision.

Which of the objectives of counseling has the officer failed to achieve?

a. To allow the counselee to make a decision on the best course of action

b. To retain the responsibility for enforcing the counselee's decision

c. To gain cooperation and to get information from the counselee

d. To enable the counselee to recognize and define his problem or deficiencies

Answer: D Ref: IV.C.1.a.

Question 5.

While interviewing a subordinate, a leader (assuming he understands what the man's problem is) gives advice which may not be entirely relevant.

This is an example of:

a. A common tendency in directive counseling

b. A necessary tactic of the eclectic approach to counseling

c. An unavoidable disadvantage in a directive counseling session

d. A common occurrence in the counseling session, due to the leader's experience in the same environment

Answer: A Ref: IV.C.1.a.

Question 20.

Which of the following is an objective which distinguishes the directive counseling approach from others?

a. Attempt to cause the counselee to formulate and adopt his own (the counselee's) solution to the problem.

b. Establish an atmosphere in which the counselee is still aware that the counselor is his leader.

c. Attempt to influence the counselee to accept the solution that the counselor thinks is most appropriate.

d. Establish a relationship in which the counselee can understand and reorganize himself.

Answer: C Ref: IV.C.1.a.1).

Question 29.

Select the statement which BEST defines the non-directive approach to counseling.

a. The assumption is made that only the individual concerned can solve his own problems.

b. The counselor must be so skilled that the counselee does not realize that his decisions are being directed.

c. Social distance is dropped to allow the counselee equal status during counseling.

d. Through subtle advice, the counselee is shown how to better understand himself.

Answer: A CO Ref: IV.C.1.b.

Question 30.

What guidelines should be followed by the senior when conducting a non-directive counseling interview?

a. Put the man at ease; help evaluate problems; advise carefully.

b. Ask thoughtful "yes-no" questions throughout interview; listen carefully; don't argue or admonish; give helpful suggestions only.

c. Don't argue or admonish or display authority; listen carefully; help clarify positive courses of action without advising.

d. Be prepared; listen carefully; suggest and persuade counselee to accept the best course of action.

Answer: C CO Ref: IV.C.1.b.4).

Question 6.

A senior may use a non-directive approach in counseling a subordinate.

Which of the following is a shortcoming of non-directive counseling?

a. The subordinate may feel he is not being helped.

b. The senior has the authority to refer the subordinate to a suitable agency for further counseling.

c. The senior can create overdependence and hence fail to achieve a permanent effect on behavior.

d. The subordinate, not the senior, may do most of the talking.

Answer: A Ref: IV.C.1.b.5).b).

Question 7.

Utilization of the eclectic approach to counseling involves:

a. An attempt to avoid influencing the counselee toward a solution

b. Selection and application of the best techniques of the various approaches to counseling for a particular situation

c. Combining the counselor's knowledge from experience with the basic techniques of the directive approach to counseling

d. Selection and application of one successful counseling approach to various situations

Answer: B Ref: IV.C.1.c.2).

Question 8.

Which of the following statements is the general conclusion reached after an evaluation of the various approaches to counseling?

a. It is not so much the type of counseling you apply, but the techniques used in that application which produce results.

b. It is not so much the skill with which an approach is applied, but the techniques used in that application which produce results.

c. It is not so much the skill with which an approach is applied, but the flexibility of the theory underlying the approach that produces results.

d. It is not so much the accuracy of a theoretical approach, but the skill with which it is applied that produces results.

Answer: D Ref: IV.C.2.a.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment V

The Counseling Process

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

THE COUNSELING PROCESS

PROGRESS CHECK

Question 1.

PO3 Rudder asks permission to see ENS Keel, his division officer. At the interview Rudder asks for help in obtaining a loan of $500 from the Navy Relief Society in order to buy a new car. He feels that he needs a new car to get his young wife to snap out of a spell of deep despondency. A week ago PO Rudder had to stop his wife from taking too many sleeping pills. He is now keeping the pills and gives her the prescribed amount each night. The day before the interview, PO Rudder returned home to find their apartment full of gas and his wife almost unconscious. He is sure that a new car will help get her out of her despondent mood but he does not have the necessary down payment.

During this counseling session, ENS Keel's most probable limitation in dealing with Rudder's problem is likely to be:

a. ENS Keel's lack of understanding of the mechanics of obtaining a loan from Navy Relief.

b. ENS Keel's limited personal experience with automobiles and understandable reluctance to recommend a particular model to Rudder.

c. ENS Keel's lack of medical knowledge to assist Rudder with the real problem of a depressed wife.

d. ENS Keel's limited acquaintance with the Ship's Chaplain and Rudder's lack of forthrightness in stating his real problem.

Question 2.

Which statement best defines the objectives of counseling?

a. To persuade the counselee to take the course of action considered best in the opinion of the counselor

b. To convince the counselee that he must assume full responsibility for his decisions and actions thereby causing the counselee to recognize and define his problem or his deficiencies

c. To develop patience and understanding through counseling that will enable the counselor to become a better leader and eventually a better counselor

d. To get the counselee to recognize and define his problem or his deficiencies, to make a decision on the best course of action, to take appropriate action, and assume full responsibility for his decisions and actions

Question 3.

Realizing LT Becker is in this year's selection zone for LCDR, CDR Gunnels called him into his office to discuss the lieutenant's performance of duty and to review his fitness report with him. After reading the report, LT Becker told CDR Gunnels that he was disappointed, for he needed and rated a better report. LT Becker then went on to enumerate the areas where he thought he was maligned. For each example LT Becker brought up in his favor, the commander countered with an adverse one. CDR Gunnels did not deviate from his position as the rating officer for LT Becker's fitness report. Although CDR Gunnels did counter LT Becker's "good" examples with adverseness, he made no effort to discuss those areas where LT Becker thought he was unfairly marked. It soon became obvious that neither man would deviate from his chosen position. The session ended with LT Becker convinced he would not get CDR Gunnels to raise his rating.

In this counseling situation, CDR Gunnels was:

a. Effective because he had a good counter for each of LT Becker's arguments and he did not lower himself to LT Becker's position and argue about his markings.

b. Effective because he recognized the need to counsel LT Becker and did so in a man-to-man fashion pointing out exactly where Mr. Becker failed to measure up.

c. Ineffective because he selected a very personal subject for counseling LT Becker. Additionally, CDR Gunnels did not obtain sufficient background data on LT Becker's good areas to discuss the matter with confidence.

d. Ineffective because he assumed an inflexible attitude with LT Becker, only brought out negative aspects of LT Becker's behavior, ignored his good works, and failed to give LT Becker any recommendations for improvement.

Question 4.

From the following counseling situations, select the one in which the most logical steps involved in preparation for a counseling session have been made.

a. LT Demmler, the OOD, while talking with CAPT Turner about the forthcoming carrier suitability trials of the newest jet mentioned his interest in becoming a test pilot. LT Demmler admitted knowing nothing of the training involved nor of the flight experience and academic requirements. CAPT Turner said he could give him all the dope as he had just finished studying all the background material in preparation for serving on the test pilot selection board. At the Captain's suggestion, LT Demmler joined the Captain in his sea cabin after being relieved as the OOD.

b. The Navigator of the flagship entered the wardroom lounge to spend a half hour listening to music before the evening meal. When he entered, two JGs were there playing records. One of these officers, LTJG Phillips, had been the OOD that day when the Admiral had been improperly received upon his return aboard. The Navigator asked the other JG to leave the lounge in order that he might talk privately with LTJG Phillips. When alone he used the opportunity to counsel LTJG Phillips on his quarterdeck etiquette.

c. LT Padilla had just finished reading an article in the Naval Institute Proceedings by the Chief of Naval Personnel about the Navy Enlisted Scientific Education Program. (NESEP). On the desk in his office he had a copy of a BuPers Instruction and an article from All Hands on the same subject. He had studied these as he had the records of GMT2 Ames, who had asked him if he qualified for the program. After he instructed his yeoman to bring coffee and to ensure they would be undisturbed, he asked Ames into the office to discuss the program.

Question 5.

From the following counseling situations (continued from the preceding narrations), select the one in which counseling techniques have been violated.

a. In his sea cabin, the Captain showed LT Demmler to an armchair while he took a seat on the adjacent transom. After coffee had been served by the steward, the Captain initiated the session by asking LT Demmler how he became interested in test pilot training and what he knew of the training, test pilot duty, etc.

b. When they were alone the navigator apologized to LTJG Phillips for using the wardroom lounge for counseling, explaining that his cabin was being painted. Then he related that the flag secretary had called his attention to a breach of quarterdeck etiquette when the Admiral returned to the ship during LTJG Phillips' watch. After assuring Phillips he was only interested in helping him, the navigator asked that Phillips give him a chronology of events during the time of the Admiral's return aboard. By occasionally interjecting a question the navigator led Phillips into discovering for himself his mistake. Then the navigator led him into discussing ways to sharpen his talents as an OOD.

c. As he sugared his coffee, LT Padilla told Ames that the NESEP program was really great. As a matter of fact, he gave it credit for providing many outstanding petty officers in the Navy an opportunity to attend college and to advance themselves to commissioned status. As he talked he became more and more enthusiastic about the program and went on to compare his own problems in reaching commissioned status with the NESEP way now available to Ames.

Question 6.

During a counseling session in which 2-LT Adams needs to have more personal background information, he frequently makes remarks such as: "I see," "Tell me more about that," "What do you mean?" "Why do you say that?" and "Anything else?"

The technique being used by 2-LT Adams is:

a. Probing questions

b. Alternative questions

c. Summary questions

d. Leading questions

Question 7.

SN Flag, in obvious agitation, has asked to see ENS Shortsplice, his division officer, about getting leave to go to a neighboring city to get his automobile back from his ex-girl friend. When they were going together he had the car registered in her name so she wouldn't have any trouble driving it when he wasn't in port. Now that they are not going together he wants his car back but his ex-girl friend won't return it. He wants to go and take the car off her property by force if necessary.

In this case, ENS Shortsplice would:

a. Refer Flag to the legal officer

b. Try to help Flag plan a successful way of going to his ex-girl's house and taking the car

c. Help Flag see his problem as a costly lesson in trusting girl friends

d. Refer Flag to the civilian police

Question 8.

From the following examples select the one in which the counselor correctly referred the counselee to the proper referral agency.

a. During a counseling session, MIDN 1/c York tells his Company Officer that he just can't concentrate on his studies. York informs the Company Officer that the girl he was engaged to marry has broken their engagement and refused to return York's miniature. The Company Officer refers MIDN York to the Mental Hygiene Clinic.

b. MIDN 4/c Dinger is having great difficulty in learning to fire the .45-cal. pistol. MIDN 2/c Ambrogia, his squad leader, has noticed Dinger's extreme nervousness and discussed the problem with Dinger's pistol coach. Ambrogia requests that Dinger stop in Ambrogia's room to discuss the pistol problem. During the course of the session Ambrogia learns that Dinger is afraid of the pistol because he accidentally fired a pistol when he was a little boy and almost shot his baby sister. MIDN Ambrogia offers to give MIDN Dinger extra instruction but also schedules Dinger to talk to the chaplain to relieve his fears.

c. MIDN 3/c Pate requests permission to visit with his squad leader to discuss a personal problem. MIDN Vance, the squad leader, has known Pate since plebe summer and both are members of the Catholic Choir. Vance knows Pate to be a very seriously religious, strict Catholic. During the meeting Pate reveals that his parents, even though Catholic, are separating. Some rather nasty exchanges are being made by the parents with MIDN Pate caught in the "crossfire." He is confused and his performance at the Academy is being visibly affected. MIDN Vance schedules an interview for Pate with the Catholic chaplain, and tells Pate that if he still feels confused, that he will refer him to the Mental Hygiene Clinic.

d. RM2 Johnston, recently married, has contracted to buy some rather expensive furniture for his new apartment. Because of some unforeseen circumstances, he is unable to make the payments and the store is threatening to repossess the furniture. He is referred to the Navy Relief to obtain a grant to pay off the debt.

Question 9.

Select the statement which defines the basic understandings a counselor should have.

a. The counselor should do his best to convince the counselee that his problem is more important than the accomplishment of the mission.

b. A counselor must understand that the need for counseling arises when a man faces some problem which he does not have the capacity for solving and that the problem is the most important thing in the counselee's life at that particular time.

c. Effective counseling is more dependent upon a desire to help people than upon the gathering of adequate data, perceptiveness, or skill in questioning.

d. All of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT V

REMEDIATION TEXT Syndactic Text-Volume VIII-B

ITEM	ANSWER	REMEDIATION REFERENCE
1	c	Summary 1: Page 1
2	d	Summary 1: Page 1 Summary 3: Pages 56-57
3	d	Summary 1: Pages 1-2-5-7 Summary 2: Page 33
4	c	Summary 1: Pages 6-9
5	c	Summary 2: Page 29
6	a	Summary 2: Pages 29-31
7	a	Summary 3: Pages 52-53
8	c	Summary 3: Pages 49-54
9	b	Summary 3: Pages 56-57
10		
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Eight Segment V

ITEM NO.	T. O.	E. O.
1	1	
2	5	1
3	3	
4	4	
5	5	
6	5	2
7	6	
8	7	
9	8	
10		

PART 8 SEGMENT V

T. O. Number	TEST ITEM
1	CDR Lupia, Executive Officer of a destroyer on the West Coast, receives five letters from various creditors of SN Baker who is assigned to the Supply Department. CDR Lupia informs LT Shores, SN Baker's Division Officer, of the letters and directs that LT Shores counsel SN Baker on the seriousness of unpaid debts. LT Shores is well aware of SN Baker's tendency to buy luxury items, jewelry and clothing, on credit. He checks SN Baker's record and consults with the chief petty officer in charge of Baker's section to see if Baker has any recently developed problems known to the chief. LT Shores re-read the five letters noting that each threatened legal action. He then notified SN Baker to meet with him in his stateroom. After reading the five letters, Baker informs LT Shores that he has paid some on each of these accounts each pay day. Baker further volunteers that he has been sending money to his girl friend for her to make payments on these debts also. Identify LT Shores' most probable limitations in counseling SN Baker in this situation. a. Lack of expertise and training to give legal advice. b. Lack of expertise on financial and budgeting matters. -continued on next page-

REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
	-- continued from preceding page --
1	c. Lack of background information on Baker's girl friend.
	d. Lack of background information on SN Baker.
	Answer: a
	REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
2	Using the example of TO-1 select the situation which best describes the use made by LT Shores of available background information on Baker. a. The division officer used the session with the executive officer as a means to brace himself for the forthcoming session he was going to have with SN Baker. b. LT Shores used the five letters of indebtedness as a basis for reviewing the ship's liberty ports and recalling whether SN Baker had been in any trouble during those periods. c. LT Shores used the information in the letters as a basis for screening SN Baker's pay record to see what allotments and/or savings programs Baker might have. The letters also alerted Shores to screen Baker's service record for information on his past and current duties and proficiency ratings. d. Because Baker is well known in the division, LT Shores used Baker's popularity to find out from Baker's CPO all about Baker's liberties and his girl friends. Answer: c
	REVISION_____DATE:

T. O. Number	TEST ITEM
2 (EO-1)	In order to obtain a comprehensive picture of the make up of his unit, the commanding officer should use which of the following sources of information: a. Service records and qualification cards. b. The men themselves. c. Only his previous experience (one unit is pretty much like another). d. Both a and b above. Answer d.
	REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
3	2-LT Carbine has an appointment with Captain Buckle at 1400 to discuss the problem of his platoon's rowdiness in town over the past weekend. Captain Buckle has provided the use of his office to the members of an inspection team. He greets Carbine with an unsmiling nod which serves both as a greeting and an indication for the Lieutenent to take a seat on the opposite side of a conference size table in a large office area in which several junior officers and several enlisted men work. Captain Buckle perfunctorily starts the session by reading in a loud voice the SP report on the conduct of Carbine's men during the past weekend. His remarks strongly infer that the mens' actions were simply and obviously a reflection of poor leadership on the part of 2-LT Carbine. Captain Buckle finishes reading the report with the question; "Now, what have you got to say for yourself?" Which of the following statements about this counseling session would you mark as true: a. A proper physical setting was arranged for this counseling session. b A "listening chair" technique was used. c. Counseling protocol was appropriate to the situation. d. None of the above. Answer: d
	REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
4 (EO-2)	Which of the following steps is appropriate in preparation for a planned counseling session? a. Finding a private, comfortable and relaxed surroundings. b. Making the protocol as relaxed and informal as the circumstances of the counseling session permit. c. Scheduling for a time that will avoid interruptions and distractions and will allow sufficient time to review the available background information on the counselee. d. All of the above. Answer d

REVISION ____ DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
4 (EO-3)	A leader should adopt the "listening chair" approach rather than remaining behind his desk for counseling sessions because: a. The "listening chair" will facilitate a conversational approach and remind leader that he must listen instead of talk. b. The "listening chair" approach is the most appropriate technique in counseling sessions occasioned by disciplinary problems. c. To enhanced the relaxed atmosphere and lessen the barrier inherent in the official relationship of senior-subordinate. d. a and c above. Answer d.

REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
6	PO3 Wormack, who is assigned to the navigation department with ENS Guy, requests permission to speak with ENS Guy privately. ENS Guy has known PO3 Wormack for about 6 months and during that time has become thoroughly familiar with Wormack's personal family problems. During the emergency leave period that Wormack had to take the past month, he moved his dependent mother and two of his deceased sister's children into his family quarters at the ship's home port in Portsmouth, N.H. Wormack initially inquires about the regulation regarding "moonlighting" jobs. ENS Guy, by skillful questioning, gets Wormack to identify his immediate problem as the need for about $500 in cash to buy winter clothing for his 3 new dependents and additional bedding for his quarters. ENS Guy explains that he'd be glad to sit down with PO3 Wormack and assist him in adjusting his budget to fit his additional responsibilities but to solve the immediate problems he recommends that PO3 Wormack contact: a. Navy Mutual Aid Insurance Association b. American Red Cross c, Navy Retired Officers Association d. Navy Relief Society Answer: d
	REVISION_____DATE:

T. O. Number	TEST ITEM
7	Select from the following examples the incident in which the leader has correctly referred a counselee to a counseling agency. a. Petty Officer First Class Shot has come to ENS Shell for help in dealing with a conflict which has arisen between his wife and his mother. In a series of letters, his mother has accused his wife of negligence and poor judgment in caring for their handicapped son. His wife has written accusing his mother of being meddlesome. Worry over the question of what should be done in the best interest of the child has caused a deterioration in PO Shot's performance of his duties. ENS Shell has suggested that PO Shot contact the Red Cross and enlist their assistance in analyzing the situation at home and recommending an appropriate course of action. b. SN Capstan has been taking a correspondence course to complete his high school education. He is spending so much time on it that his work is not up to established standards and his relationship with his shipmates is deteriorating. He is not happy about what is happening, but is anxious and determined to get his education completed. ENS Padeye has referred him to the Training and Education Officer and suggested that he try to evaluate SN Capstan's needs and abilities and help him set up a realistic program for completing his education. -Continued on next page -

REVISION_____DATE:

T. O. Number	TEST ITEM
7	- Continued from preceeding page - c. PO Liberte is a quiet individual and does not mix well with his shipmates. He doesn't get into any trouble and seems to get his work done. But Chief Pipe has come to you and indicated that there is good evidence that PO Liberte is an alcoholic. When you confront PO Liberte, he admits his problem and you get him an appointment with the psychiatrist services. d. All of the above. Answer d.

REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
7 (EO-1)	Select the statement which best describes the circumstances under which counseling referral should be made: a. A leader should refer a subordinate to another counseling agency when he feels incompetent to deal with the problem, when he does not have the time he feels the situation requires, or when the unit as a whole would be adversely a affected by his involvement. b. A counselor should refer a counselee to another counseling agency when he feels that he is too closely involved in the situation and cannot be objective in dealing with it. If his own personality is not compatible with that of the person seeking help, he is not in a position to offer assistance. c. Referral to another counseling agency should always be made when the counselee is unable to identify his own problems, and when the counselor is unable to get the person with the problem to listen to his advice. Such referral is necessary when the time required for the counseling sessions is not available to the leader. d. All of the above. Answer a.

REVISION_____DATE:

PART 8 SEGMENT V

T. O. Number	TEST ITEM
8	Select the statement which best summarizes the basic understandings which are necessary for effective counseling. a. Effective counseling is dependent on the counselors understanding of how to give advice and help the counselee understand the art of listening. b. A counselor will be effective if he understands the importance of the problem from the counselee's point of view and is able to obtain the necessary information to provide guidance. c. Effective counseling is dependent upon the counselor's ability to recognize his own limitations and the potential he has for growth in counseling skills. d. Both b and c. Answer d.
REVISION ____ DATE:	

PART 8 SEGMENT V

T. O. Number	TEST ITEM
9 (EO-1)	Select the statement below which best defines the responsibilities of a counselor during a counseling session. a. A good leader must be prepared to counsel those junior to himself. He must help his men to analyze their own problems. Being a good counselor also means being a good listener and treating any information given by a counselee as privileged data. A good counselor will repeatedly stop and summarize to maintain control; and finally, he will follow up on the plan of action deduced from the counseling session. b. A good leader is always ready to counsel anyone who requests a session. He has analyzed his men's problem areas and nothing that surfaces will surprise him. A good counselor is a good listener and he regards all info passed on to him as privileged except where there is a suspicion of regulations violations. A good counselor frequently stops and summarizes to see if there is a need to continue the session. He follows up only those cases in which he has recommended a course of action. c. Both a and b. d. Neither. Answer: a
REVISION_____DATE:	

Question 4.

If counseling is to be effective, the leader must:

a. Have previously projected a satisfactory image

b. Have a thorough knowledge of psychology

c. Not be concerned with his own image but rather treat the subordinate as a peer

d. Emphasize his authority and experience so that subordinates will respect and heed his advice

Answer: A Ref: V.A.3.b.

Question 11.

Which of the following statements describes correct use of the "listening chair"?

a. The senior refers to the chair behind his desk as the "listening chair" when he sits in it for a counseling session.

b. The senior has a separate chair, apart from the one behind his desk, in which he sits near the subordinate during counseling sessions.

c. The senior keeps a special chair near his desk for the counselee's use during counseling. While in the "listening chair" the subordinate is reminded to heed the counselor's advice.

d. The "listening chair" is a figurative term which means simply that the senior must demonstrate interest and sympathy toward the counselee; in other words, he must be a good listener.

Answer: B Ref: V.B.1.b.1).

Question 12.

When the counselee arrives to discuss a personal problem, the leader should greet him:

a. Seated behind his desk in a relaxed manner

b. Seated in a separate chair, away from his desk; with a handshake, if initiated by the counselee

c. Seated in a separate chair, away from his desk, with a handshake

d. Seated behind his desk, with a handshake

Answer: C Ref: V.B.1. & 2.

Question 18.

The types of questions which are used to allow the subordinate a chance to think over his attitudes and feelings regarding his problem are called:

a. Summary questions
b. Silent questions
c. Non-directive questions
d. Alternative questions

Answer: B Ref: V.C.2.F.

Question 23.

What is the purpose of summary questions in a counseling session?

a. Summary questions allow the subordinate a chance to evaluate the conversation and recall information sought by the counselor.

b. Summary questions serve to indicate what has been accomplished or what progress has been made.

c. Summary questions force the individual to make a final decision on a course of action to solve his problem.

d. Summary questions allow the leader to gain any information which may have been neglected during the session.

Answer: B Ref: V.C.2.g.

Question 24.

A leader does not feel competent to help his subordinate, and so tells him to go see the psychologist.

This illustrates:

a. The lack of counseling efficiency seen in most leader/counselors

b. The leader's failure to be concerned with the subordinate's problem

c. The leader's failure to observe a correct method of referral

d. The leader's failure to assume his responsibility to counsel his men

Answer: C Ref: V.D.1.b.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART EIGHT

SENIOR-SUBORDINATE RELATIONSHIPS

Segment VI

Relations With Seniors and Contemporaries

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

RELATIONS WITH SENIORS AND CONTEMPORARIES

PROGRESS CHECK

Question 1.

Select the paragraph which correctly describes the importance of military courtesy among officers and between officers and men.

a. Military courtesy observed among officers and between officers and (enlisted) men serves as a public display of honor, respect, and loyalty to those who are senior in position. It also serves as an acknowledgement of the senior's appreciation for the junior's respect and deference.

b. Observance of military courtesy carries on an age-old tradition of politeness exchanged among members of the military profession.

c. The ungrudging observance of military courtesy contributes to the efficiency of the military organization by strengthening discipline and conformity, and promoting unhesitating compliance with orders.

d. All of the above

Question 2.

ENS Stack, recently commissioned, established an excellent relationship with his seniors soon after reporting aboard.

Identify the example which most probably describes his successful approach.

a. ENS Stack established correct, friendly relationships with all his seniors by volunteering at every possible occasion to help out seniors he wished to favorably impress.

b. ENS Stack concentrated on learning his job. He realized that seniors who wished to establish friendly relations with him would notice his performance and meet him half way.

c. ENS Stack established correct, friendly relationships with his seniors as he learned his job. He let them set the tone and was genuine and gentlemanly. He let them know he was anxious to meet them halfway, and took criticism in good spirits.

d. All of the above

Question 3.

Which of the following is/are recommended technique(s) for maintaining and improving correct relations with seniors?

a. Study your senior; ask his advice when necessary.

b. Understand the senior's position as executor of your officer's fitness report, and behave accordingly.

c. Keep seniors informed of both good and bad incidents in the unit; note the kind of behavior your senior expects from his subordinates and behave accordingly.

d. All of the above

Question 4.

LTJG Whipping was informed that ENS Canvas would relieve him as First Lieutenant. Although ENS Canvas has been aboard for six months, he has had other assignments in the Weapons Department and is not too familiar with the administration of paperwork associated with the job. LTJG Whipping has been lax in maintaining records and has a reputation for "gundecking" reports in order to meet inspection requirements. During the turnover, ENS Canvas inquires as to the procedures for filling out hull report forms. LTJG Whipping states that it is too much trouble to get everyone to fill them out so he just puts down what he thinks and files them. Furthermore, he feels they fulfill requirements and now that ENS Canvas has the "sack" he can do what he wants with regard to reports for which the First Lieutenant is responsible.

Which of the following would probably be a consequence of LTJG Whipping's failure to help ENS Canvas?

a. ENS Canvas will continue the poor performance set by LTJG Whipping.

b. LTJG Whipping has enhanced his professional reputation for administrative efficiency and knowledge by his quiet, calm method of preparing reports.

c. LTJG Whip has set a precedent that reports are not important.

d. ENS Canvas will have to overcome the problems created by his predecessor, and restore proper administrative procedures.

Question 5.

ENS Doldrum has reported aboard the USS Greyhound for duty.

The following examples state procedures he follows in making the prescribed social call on his senior officer.

1) ENS Doldrum, during his social call, is attentive and polite while maintaining proper social distance.

2) ENS Doldrum limits the discussion to inquiring about his new duties. He avoids inquiring about his senior's private life.

3) ENS Doldrum responds to questions initiated by his host and carries on the conversation established by his senior.

4) ENS Doldrum remains with the senior officer for approximately ten minutes.

Which of the following choices contains the correct procedures followed by ENS Doldrum?

a. 1, 2 and 3

b. 2, 3 and 4

c. 1 and 3

d. 2 and 4

Question 6.

The senior watch officer approached ENS Code, the Officer of the Deck in port and stated, in the presence of the other watch standers, "Charley, the XO wants all hands on watch topside to wear pea coats instead of foul weather jackets; that includes the bow and stern sentries. I don't see the point in it, but will you take care of that?" ENS Code responds, "Yes, Sir."

Which of the following violations was noticeable in the behavior of the SWO?

1) Pulling rank
2) Addressing a fellow officer improperly
3) Criticizing orders
4) Lack of empathy

a. 1 and 2
b. 2 and 3
c. 3 and 4
d. 1 and 4

Question 7.

As an officer in the naval service select from the following choices the ones which best state how you should support your fellow officers.

1) An officer should never belittle or speak disparagingly of a fellow officer to another officer or an enlisted man.

2) An officer should never apologize for a senior's orders even though he may disagree with them.

3) When carrying out a senior's orders, never question those orders in front of the men.

4) Although an officer may address a contemporary by his first name, he should never address a senior by his first name.

a. 1 and 3

b. 1, 3 and 4

c. 2 and 4

d. 2, 3 and 4

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Eight SEGMENT VI

REMEDIATION TEXT Syndactic Text-Volume VIII-B

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Summary 1: Pages 1-2
2	c	Summary 2: Pages 23-24
3	d	Summary 2: Pages 24-25
4	d	Summary 3: Pages 47-48
5	d	Summary 1: Pages 2-3
6	b	Summary 4: Pages 59-61
7	c	Summary 4: Pages 59-61
8		
9		
10		
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Eight Segment VI

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3	
4	4	
5	5	
6	6	
7	6	2
8		
9		
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Question 11.

ENS Harbor has reported for duty aboard the USS Amphib. Harbor is paying his social call on his senior officer.

Select the paragraph which correctly states the correct procedure Harbor followed in making a social call.

a. ENS Harbor is attentive and polite, while maintaining social distance. He exhibits tact and adaptability, yet keeps the conversation on a light tone, avoiding discussion of his new duty or questions regarding the senior's personal affairs. After ten minutes he politely excuses himself.

b. ENS Harbor responds to questions initiated by his host and carries on the conversation established by his senior. After three quarters of an hour he politely excuses himself and leaves.

c. ENS Harbor realizes that this meeting is an opportunity to make a preliminary and lasting good impression on his senior. He exhibits tact and adaptability in his conversation with the senior but tries, at the same time, to learn all he can about his new duty station and its responsibilities. He politely excuses himself after ten minutes.

d. None of the above

Ans. a, Ref. 8.6, TO-5

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
1 (EO-1)	Select from the following the statement which correctly identifies the twin foundations of military courtesy to seniors. a. Precedence is confined to military relations and naval courtesy prescribes that junior officers accord their seniors deference and respect. b. The twin foundations of military courtesy among officers are precedence and deference to seniors. c. Courtesy to a senior indicates respect for authority and strengthens conformity and discipline. d. All of the above. Answer b.
	REVISION____ DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
1 (EO-3)	Select the statement which correctly explains the significance of military courtesy among officers. a. Courtesy to a senior indicates respect for authority, responsibility and experience. b. Courtesy toward a junior officer by a senior expresses appreciation and respect for his support. c. Military courtesy strengthens conformity and discipline. d. All of the above. Answer d.

REVISION_____DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
2	ENS Stack, recently commissioned, established a very excellent relationship with his seniors soon after reporting aboard. Identify the example below which most probably describes his successful approach. a. ENS Stack established a friendly relationship with all officers and volunteered at every possible occasion to undertake jobs that he felt he could accomplish and thus help the organization. b. ENS Stack worked hard to learn his job. He established amicable relationships with all officers and tried not to hold a grudge when he was corrected. c. ENS Stack established correct, friendly relationships with his seniors. He let them set the tone and was genuine and gentlemanly. d. All of the above. Answer c.
	REVISION ____ DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
2 (EO-1)	ENS Highline has been aboard his first ship for six months. By diligent application, he knows his job and how it contributes to the organization. He has qualified as OOD underway. He ensures that his men are kept informed and that he knows their capabilities. By the same token, he has observed the performance of his department head and is aware of his capacity. He does not burden his leader by unreasonable expectations. Select the characteristics which would tend to make ENS Highline a good follower: a. He knows his job and how it contributes to the organization. b. He keeps his men informed. c. He knows the characteristics of his leader. d. Both a and c Answer : d
	REVISION_____ DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
3	Which of the following are techniques for matintaining and improving correct relations with seniors? 1. Exhibit a genuine interest in your fitness report and check on your progress. 2. Seek advice from your seniors if it pertains to your men and unit. 3. Note the kind of behavior the senior expects from his subordinates which are your contemporaries. 4. Keep seniors informed about all facets of satisfactory progress. Report poor progress only if it may become unsatisfactory. a. 3 only b. 1 and 3 c. 2 and 3 d. All of the above Answer: c

REVISION_____DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
4	ENS Hickle was happy to get the news that ENS Wheat was relieving him as the wardroom mess caterer. Recalling how green he had been when appointed to the job six months ago, Hickle was determined that his shipmate would not suffer a similar fate by having the job dropped on him. Therefore, he planned a complete training program to go along with an extensive "what to do" file he had assembled. As a final reassuring gesture to his relief, Hickle said he would still be available, when his other duties permitted, to render assistance after the formal relief. The following are several possible consequences of ENS Hickle's efforts to help ENS Wheat. a. That the wardroom mess will continue to function smoothly, the morale of the men members will remain high and a closer esprit and comradeship will be developed. b. ENS Hickle's reputation will be enhanced among junior and senior officer personnel as a dedicated young officer with initiative and foresight and selfless devotion to duty. c. A precedent will have been set for ENS Wheat and all other wardroom mess caterers to continue with the same -continued on next page-
	REVISION_____DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
4	policy, revising and developing a thorough "turn-over" file for each new relief. In fact, the system worked so well in the mess, the captain may institute this "turn-over" policy throughout the ship. d. ENS Wheat will be suspicious of ENS Hickle's enthusiasm to get rid of the job so he'll not use Hickle's recommendations until he has thoroughly checked every aspect. Wheat will develop his own system so that any commendation due the men will be all his and not a result of Hickle's innovations. Which of the above would probably occur as a consequence of ENS Hickle's efforts to help ENS Wheat? a. and and d b. a, b, and c c. b and d d. a, b and d Answer: b

REVISION _____ DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
5	ENS Keener has reported for duty at the Naval Weapons Station, Yorktown, Virginia. Select from the examples below the one which correctly describes the procedures Keener should follow in making a social call on his commanding officer. a. Within 48 hours of reporting aboard, ENS Keener will make a 10-minute call to introduce himself to the CO in the CO's office. b. At a time convenient to ENS Keener, he will call on the CO in the CO's quarters for about 1/2 hour. c. After an introductory visit to the CO's office, ENS Keener will await notification from the CO when to make his social call. d. He should request an appointment with the CO. Answer: b
	REVISION_____DATE:

PART 8 SEGMENT VI)

T. O. Number	TEST ITEM
6	The executive officer entered the office where LT Kenyon, the maintenance officer, was discussing with his chiefs and first class, the personnel inspection scheduled for Friday afternoon. The executive officer interrupted the meeting to tell LT Kenyon that the inspection would be held on Saturday morning instead of Friday afternoon. This news, obviously overheard by the assembled enlisted men, was greeted with a loud groan. The executive officer reacted swiftly by saying to LT Kenyon loud enough for all to hear, "Don't blame me, I'm not in favor of the change." In the above example of interaction between officers in which principles of relationship are being violated in the presence of enlisted personnel, which principle is being violated? a. Belittling or disparaging remarks b. Apologizing for or questioning of orders c. Pulling rank d. Lack of credibility Answer: b

REVISION ___ DATE:

PART 8 SEGMENT VI

T. O. Number	TEST ITEM
6 (EO-2)	As an officer in the naval service select from the choices below the statements which best state how you should support your fellow officers. 1. An officer should never belittle or speak disparagingly of a fellow officer to another officer or an enlisted man. 2. An officer should never apologize for a senior's orders even though you may disagreee with them. 3. When carrying out a senior's orders, never question those orders in front of the men. 4. An officer should support a senior's orders only so long as the officer personally agrees with those orders. a. 1, 2, and 4 b. 1, 3, and 4 c. 1, 2, and 3 d. 2, 3, and 4 Correct answer: c

REVISION_____DATE:

CUMULATIVE POST-TEST

ELEVEN

Question 1.

What are the twin foundations of military courtesy among officers?

a. Respect and conformity

b. Precedence and deference

c. Cooperation and compliance

d. Discipline and deference

Answer: B Ref: VI.A.1.

Question 2.

Although military courtesy should extend from senior to junior officers as well as from junior to senior officers:

a. Officers take precedence according to grade in all situations.

b. Officers take precedence according to grade in all formal situations.

c. Junior officers must be well disciplined if they are to maintain compliance to orders.

d. This is not necessary in promoting conformity and discipline.

Answer: A Ref: VI.A.1

Question 17.

Which of the following is the reason for protocol?

a. To minimize the social distance problem, except in disciplinary situations

b. To make the naval working atmosphere pleasant and efficient

c. To strengthen obedience and cooperation

d. To enforce military courtesy

Answer: C Ref: VI.A.1.d.

Question 9.

If a junior officer has established good relations with his seniors, it is probably because:

a. He has an outgoing, friendly personality, and he obviously works at building social and personal ties with them.

b. He meets them halfway in establishing relations, and he attends to their likes and dislikes.

c. When he is rebuked, he knows it is important to avoid the rebuking officer in the future.

d. He has discreetly waited for the seniors to make the first move at establishing relations.

Answer: B Ref: VI.B.1.a. & d.

Question 10.

If a man knows his job and how it contributes to the organization's goals, accepts delegated authority, accepts the decisions of his senior, and exercises loyalty both up and down, he is displaying those characteristics which make him:

a. A respected leader
b. A 5,5 leader
c. A likely candidate for promotion
d. A good follower

Answer: D Ref: VI.B.2.

Question 21.

Which of the following is the most important reason for a junior officer to help and support another?

a. It enhances the reputation of the individual who helps another, and it builds morale.

b. As contemporaries, they have more freedom of action in the relationship and can accomplish more by supporting each other.

c. They will be able to exchange techniques and ideas they have proved workable in controlling subordinates, and they will become better leaders.

d. The relationship would provide stronger unity when facing senior officers with problems or complaints.

Answer: A Ref: VI.C.1.

Question 22.

What goals should a leader work for as he strives to gain a promotion?

a. His personal goals, which give the individual opportunity for advancement and accomplishment

b. Goals of the men senior to him

c. Goals which stress efficiency and achievement

d. Goals which are organization-oriented

Answer: D Ref: VI.C.1.2.a.

Question 15.

If a man is reporting to a new command, what steps should he take regarding the courtesy visit?

a. He should wait until invited to his senior's quarters, and then visit for only a short time.

b. He should pay a courtesy visit within 24 hours, and limit his conversation to discussion of details concerning his new command.

c. He must call on his senior within 48 hours for a brief visit, and keep the conversation on general terms.

d. He should be attentive to the senior, and also should try to acquaint the senior with his own opinions and goals.

Answer: C Ref: VI.D.1.a.

Question 26.

Which of the following illustrates correct military conduct during social situations?

a. The junior officer should limit his discussion with seniors to general or "shop" talk.

b. Upon meeting a senior, the junior should be sensitive to the senior's desires regarding termination of the conversation.

c. Seniors should not display their authority or superiority; they should accept the juniors as equals.

d. When meeting a junior, the senior should not prolong conversation, as the junior may become uncomfortable.

Answer: B CO Ref: VI.D.1.b.

Question 16.

A senior has given his junior officer an order which the junior officer disagrees with.

What is the correct action the junior officer should take?

a. Fulfill the order with no apologies to the men or questions in front of them.

b. Tell the senior officer why you disagree and suggest an alternative which you feel is more appropriate for the unit.

c. Explain to the men that you don't feel the order is appropriate, but that it must be fulfilled with their usual diligence.

d. Consult a higher authority, and accept his decision as appropriate, even if you still disagree.

Answer: A Ref: VI.E.3.